

SUPPLY AND STORAGE
JOINT-CROSS SERVICE GROUP

2005 BASE CLOSURE
AND
REALIGNMENT
REPORT

VOLUME XI



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IN REPLY
REFER TO D

May 6, 2005

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: 2005 Base Realignment and Closure (BRAC) Recommendations

Enclosed please find the Supply & Storage Joint Cross-Service Group's (JCSG) recommendations for Base Realignment and Closure 2005 as required by Section 2903(c)(5) of the Defense Base Closure and Realignment Act of 1990, as amended. I certify that the information contained in this JCSG report is accurate and complete to the best of my knowledge. I look forward to working with the BRAC Commission as our recommendations proceed through the final portion of the BRAC process.

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Vice Admiral, SC, USN
Chairman, Supply & Storage Joint
Cross-Service Group



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

I. Executive Summary

Introduction

The Director, Defense Logistics Agency chaired the Supply and Storage Joint Cross Service Group (S&S JCSG). It was originally chaired by the Joint Staff Director of Logistics until his retirement in August 2004. The group consisted of Flag and General Officer logisticians representing each Military Department, the Defense Logistics Agency (DLA) and the Joint Chiefs of Staff (JCS) (the Principals) comprising a deliberative body. A staff of military personnel, Department of Defense (DoD) civilians and private contractors supported the group. The S&S JCSG was chartered to conduct a comprehensive review of DoD's common business-oriented Supply and Storage logistics functions. Supply functions include such sub-functions as procurement and supply inventory management. Storage includes such sub-functions as receipt processing; storage and issue. Distribution was added as a distinct function by the S&S JCSG Principals to acknowledge the strategic role it plays in the storage and distribution process.

Responsibilities and Strategy

The overarching strategy of the S&S JCSG was “to 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 aspects.” Additionally, the S&S JCSG sought to transition traditional military logistics’ linear processes to a networked, force-focused construct which reduces both the number of sites and related excess capacity, while providing a more effective and efficient DoD logistics base.

One of the group’s major challenges was pursuing a course of action that acknowledged the S&S JCSG’s position as a “follower activity.” These “follower activity” conditions exist mainly where DLA storage and distribution activities/functions take place on a military installation primarily to support that installation’s specific industrial maintenance functions and infrastructure. As a result, the rationale for the continuation of the storage and distribution function on these installations sometimes depended on the BRAC 2005 actions of another JCSG or Military Department towards that particular installation. The exceptions to this are the Defense Distribution Center Susquehanna PA, and Defense Distribution Center San Joaquin CA. These two DLA installations are strategic distribution platforms that function independent of maintenance facilities as major distribution hubs.

As an example, if a BRAC 2005 scenario were developed by the Industrial JCSG to close, disestablish, or otherwise realign one of these industrial maintenance depots, the S&S JCSG was required to develop a BRAC 2005 scenario that reflected the appropriate supply, storage and distribution support. The same was also true if a Military Department wanted to recommend total closure of an installation, commonly referred to as “fence-line” closure. In this case S&S JCSG would again be required to develop an appropriate scenario in order to “enable” the Military Department’s recommendation.

The follower activity status and chartered areas of responsibility posed great challenges for the S&S JCSG. Too aggressive an approach in pursuing BRAC 2005 scenarios that impacted business-oriented logistics functions could inadvertently and adversely impact efficiencies of operational forces. Of course, this was unacceptable and had to be avoided. Consequently, the scenarios that S&S would eventually develop considered closing and realigning activities and their consequences, but primarily focused on business-related logistics economies and efficiencies that enhanced the effectiveness of operational forces; hence, the S&S overarching strategy.

This duality of scenario-impacting decisions made by other JCSGs and the Military Departments and transformation requirements demanded a heightened application of military judgment in S&S JCSG deliberations and scenario development. This placed a premium on the professional knowledge of the members of the JCSG. These senior level officials were acknowledged logistics experts within their respective Defense Components and were fully capable of arriving at accepted solutions where the application of military judgment was required. Their recent operational expenses in a theater of war contributed mightily to the deliberative process. Though military judgment played a key role in the S&S JCSG deliberative process, other tools were made available to and used by the S&S JCSG to develop its scenarios, make its analysis, and formulate recommendations.

Analysis Process

The S&S JCSG used the Optimization Model to the extent that the output of the model could be useful. Because supply and storage activities, in most cases, are tenant organizations on Defense Component installations, the JCSG made unique demands on the tool to enable an adequate assessment of its activities. The goal was to take full advantage of the tool and use its product to the extent that the model output could assist deliberations. As the computer-based Optimization Modeling was not the optimal tool set for achieving resolution for all of S&S decision set requirements, the S&S JCSG explored ancillary methodologies to expand business models with an eye towards business process improvements, better fiscal management and reducing excess infrastructure within the DoD. Certified capacity analysis and military value data were integral parts of the S&S decision-making process and were used in all sets of tools.

In the capacity analysis, S&S JCSG analyzed individual activity infrastructure by examining the productivity of key resource inputs, e.g., labor (man-hours) and actual space (office, warehouse, etc.). S&S assumed that a low rate of productivity for key resource inputs indicated either an inefficient use of resources and/or excess resource capacities. This would eventually become a very important issue in deliberations as the S&S JCSG considered scenarios where DoD could divest itself of excess infrastructure while maintaining operational efficiencies. In all cases, S&S focused on FY 2003 capacity data responses as being the most complete and current of the data collected. The S&S JCSG calculated capacity for all functions. Questions, formulas and filters were developed and tested for validity, adequacy and data quality. Questions were issued to installations in the form of a controlled data call and the installations responded in the form of certified data. Additional capacity information was later obtained from specific activities via a

data clarification effort based on the earlier capacity data call and by responses to targeted COBRA data calls during the scenario development phase.

For Military Value the S&S JCSG Principals derived functions, attributes, metrics, data call questions, and a quantitative scoring plan to array the relative Military Value of supply and storage activities across DoD using the assessed operational and physical characteristics outlined in BRAC 2005 selection criteria 1-4. Military Values were scored within categorical groupings of activities; Inventory Control Points (ICPs), Defense Distribution Depots (DDD) and Defense Reutilization and Marketing Offices (DRMOs).

For scenario development, the S&S JCSG followed a process that took into consideration transformational strategies, capacities and Military Value. The group identified strategy-based, data-supported business realignment scenarios that would advance jointness, achieve synergy, capitalize on technology, exploit best business practices, and/or minimize redundancy. This worked to pose and examine ideas that were in line with its overarching strategy, that were transformational, and that applied good business sense. After the scenarios were developed, selection criteria 5-8 were then assessed using DoD's standard procedures and/or models.

In accordance with BRAC statute and per Secretary of Defense guidance, the S&S JCSG assessed the relationship between the 20-year Force Structure Plan and the required supporting supply, storage and distribution capabilities. This analysis was conducted as a formal part of the S&S JCSG deliberative process. The correlation between the plan and actual supply, storage and distribution capabilities is indirect, making direct correlation and formal measurement of the impacts of recommendations difficult to ascertain. However, the group spent significant time evaluating, through the use of military judgment, the known and potential impact of recommendations on transformational initiatives and related future force structure. Additionally, the S&S JCSG considered the 20-year Force Structure Plan comments submitted to S&S JCSG by the Defense Components concerning supply, storage and distribution requirements.

The surge requirement was another important factor. At the outset of the process, the Office of the Secretary of Defense for Base Realignment and Closure (hereafter referred to as OSD) position on surge was that its specific application of surge differed for each JCSG. OSD directed each JCSG to develop its own surge criteria. The S&S JCSG originally defined surge as operating 24 hours per day, seven days per week using 100 percent of existing facilities and equipment. This definition was included in the initial capacity data call released in January 2004. Specific questions were asked in that data call to capture surge data using this definition. Upon the development of Capacity Analysis methodology in the early spring of 2004, the group refined its surge definition. The S&S JCSG defined surge as using existing infrastructure resources to quickly respond to a short duration sudden increase in demand. Ten percent and 20 percent of system demand requirements were selected to conduct sensitivity analyses. These were considered reasonable short term increases on system demand that could be expected above and beyond the current increases being seen due to the wars in Afghanistan and Iraq. It was the view of the S&S deliberative body that demand on the system as a result of the global war on terrorism, represented an extraordinary demand on surge. It was therefore assumed that 20 percent at the high end of surge was sufficient for the 20 year planning horizon associated with the Force Structure Plan. These percentages were repeated in all subsequent Capacity Analysis

reports. The two rates were used to show how increases in demand would affect capacity at different levels. Even after performance was calculated at these rates, excess capacity was still visible. This allowed S&S to ensure that the supply and storage system that remained after all BRAC actions were complete would be able to handle future surge demands.

As a result, the recommendations presented were a culmination of many factors. These included application of BRAC Criteria 1-8, meeting challenges as a “follower activity,” use of Capacity and Military Value data and other tools, assessment of the impacts of the 20-year Force Structure Plan and use of expert military judgment. This effort was enabled by the application of an overarching strategy with transformational ideas.

As a result, we believe we have arrived at a supply storage and distribution structure which enables us to more efficiently and effectively support our joint and coalition forces in a transformed global environment while at the same time introducing new world class business processes. These changes in sum are expected to have an immediate payback, an annual recurring savings of over 400 million dollars and an estimated Department savings (20-year Net Present Value) of about 5.5 billion dollars.

II. Organization and Charter

The S&S JCSG was chartered to conduct a review of a number of DoD common business-oriented logistics functions. It was responsible for a comprehensive review of assigned functions, evaluation of alternatives, and development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing its analytical process, the S&S JCSG established internal policies and procedures consistent with DoD policy memoranda, the 20-year Force Structure Plan, BRAC 2005 selection criteria and the requirements of Public Law 101-510, as amended.

a. Group Identity and Organization into Subgroups

The S&S JCSG, as a deliberative body, was comprised of a Chairman and other senior officers from each MilDep, DLA and JCS. It was supported by a dedicated working staff comprised of military personnel, DoD civilians and private contractor support. The S&S JCSG support staff was organized to manage and maintain the professional administrative and documentation requirements of the BRAC 2005 process, as well as perform BRAC 2005 scenario development and analysis for deliberation.

The S&S JCSG's approach divided the DoD supply and storage activities into three core functions: supply, storage and distribution. As data gathering and analysis began and as members became more aware of the total aspects of S&S JCSG areas of responsibility, it became apparent that although closely related, supply was a separate function from storage and distribution, and that storage and distribution functions were functionally interdependent. As a result, at the working group level, the S&S JCSG organized itself into two teams: one for supply/ICPs and the other for storage and distribution.

b. Functions Involved

Supply, Storage and Distribution activities are those separate units, organizations and activities that have as their primary mission, the provision of supply and/or storage and distribution services in support of customer organizations. These services include requisitioning, receiving, storing, issuing, and distributing supplies and materiel. The services also include materiel management, stock control, materiel acquisition, disposal and reutilization. Supply and Storage activities are further categorized as shown below:

- **Above Installation Activities:** Those Supply, Storage and Distribution activities that procure, hold and manage materiel not specific to individual operating units. These activities typically manage inventory which is held for sale, redistribution or production. National Inventory Control Points (ICPs) are included in this category.
- **Installation and Below Activities:** Those supply and storage activities that support organization level needs for supplies and materiel. Customer organizations of these activities are typically specific ships, squadrons, wings, battalions and repair shops.

Early on in the process, S&S JCSG Principals determined it would target data calls at the "above installation" activities. The "installation and below activities" processes varied tremendously

among the Services, particularly at these primarily operational and deployable units. The S&S Principals' position was that the Services' management of their operational and deployable units, their stocks, supplies and equipment were not within the purview of the S&S JCSG. Rather, the "above installation", or wholesale level of supply, storage and distribution functions (i.e., Inventory Control Points and Distribution Depots) were the more appropriate level of S&S involvement. This position is captured in Appendix F of the S&S JCSG Military Value Report located in Appendix B, Chapter V of this report. Later efforts looked at a narrow segment of activities, industrial, in a differing manner.

As previously indicated, three core functions were evaluated by the S&S JCSG. They were supply, storage and distribution. Core function attributes are as follows:

- Supply - (1) requirements determination, (2) requisitioning, (3) requisition processing, (4) stock control, (5) shelf-life management, (6) technical support and (7) quality assurance.
- Storage - (1) physical inventory management, (2) materiel handling, (3) materiel issuing, (4) warehousing, (5) packaging, (6) preserving and (7) quality assurance.
- Distribution - (1) shipping, (2) materiel handling, (3) traffic management, and (4) quality assurance.

Defense Reutilization and Marketing Office locations were also under the purview of the S&S JCSG. However, they were not included in the S&S universe of activities for active BRAC 2005 determination. The JCSG deliberative body's position was that ongoing DRMO A-76 activity would achieve resolution before the commencement of BRAC 2005. The S&S JCSG's point was to avoid contaminating the ongoing A-76 process.

Each subgroup/team identified affected installations and developed attributes and metric questions related to these assigned functions. Questions were issued to each installation in the form of a controlled data call (see sections IIIa and IIIb for a more comprehensive review of Capacity Analysis and Military Value data call relationships, respectively). The initial data calls were OSD directed and of a general nature. The S&S JCSG extracted specific useable data for its purposes and ensured that the data was certified. Later, S&S issued more tailored data calls.

Responses in the form of certified data from each of these installations were used by each S&S subgroup to perform a capacity analysis for their functions. This analysis included a review of surge requirements. At the outset of the process, OSD delegated the development and application of surge requirements and definitions to each separate JCSG (see section IIIe). This was due to major differences in JCSG scope and mission. Taking this under advisement, the S&S JCSG determined that a 10-20 percent increase over current real world surge requirements by all four defense components and DLA was a reasonable surge factor.

c. Overarching Strategy

The S&S JCSG was guided by an overarching strategy construct: "to 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 aspects." Keeping in mind, some service warfighting constructs in transition (i.e., Army-maneuver brigades;

Navy/Marines-seabasing; Air Force-expeditionary air and space forces). S&S JCSG overall strategy would then be to transition traditional military logistics linear processes to a networked, force-focused construct that minimized the number of sites and reduced excess capacity while providing a more effective and efficient DoD logistics base. This then would be the backdrop from which the S&S JCSG proposed Recommendations would emanate.

III. Analytical Approach/Analysis

a. Capacity Analysis

Capacity Analysis data was collected via a general data call to all DoD activities targeted for BRAC 2005 review. The S&S JCSG then narrowed its scope to encompass those S&S activities that were above the installation level. For these activities the group focused on FY 2003 responses as being the most complete and current of the data collected. Although FY 2001 and FY 2002 data was collected during the capacity data call, those answers were only used in support of the Military Value effort. Additional capacity information was obtained from targeted activities via a data clarification effort based on the earlier capacity data call, and by responses from activities to targeted COBRA data calls during the scenario development and analysis phase of BRAC 2005.

The S&S JCSG analyzed individual activity infrastructure capacity by examining the productivity of key resource inputs (e.g., labor (man-hours) and actual space (office, warehouse, etc.)). The S&S JCSG assumed that a low rate of productivity for key resource inputs indicated either inefficient use of resources and/or excess resource capacities. The S&S JCSG measured capacity for each of its three basic functions (supply, storage and distribution) differently.

For the supply function S&S JCSG's capacity methodology used a standard product and standard resource productivity rates to determine an activity's excess capacity. This is a common commercial industry analytical practice used by FedEx, Delta, etc. to account for differences among activities that produce multiple products using multiple resources. This standard-product approach mitigated many of the confounding factors that stem from differences in product mix among S&S activities. Improper recognition of these factors would otherwise distort eventual activity-to-activity comparisons in support of BRAC infrastructure decisions by penalizing those activities that manage a more complex product mix (e.g., nuclear, aviation, etc.) as compared with those activities managing more commercially available less complex type items (e.g., food items, construction, etc.). Additional detail on the S&S JCSG standard-product approach and the resource mix that comprises the individual product follows below and is provided again in the Capacity Analysis Report, Appendix A, Chapter V of this report.

In the Storage and Distribution functions the S&S JCSG's methodology was simpler in approach. For storage, actual reported amounts of cubic and square footage of storage space were used to determine capacity. Storage resources are grouped into four like categories representing regular covered storage, special covered storage, open storage and liquid storage for Petroleum, Oil and Lubricant (POL) products. For distribution, available loading bays were compared to loading bays actually utilized by each strategic distribution depot to arrive at an excess determination.

In developing the capacity methodology the S&S JCSG believed an important attribute was to directly support modeling efforts. It was also important for the methodology to satisfy the Infrastructure Steering Group tasking that by-activity capacity figures be provided to determine an excess capacity total. These two factors were not necessarily mutually supportive and made the S&S JCSG capacity methodology development effort a more challenging event. During the

early stages of planning, S&S JCSG sought guidance as to definitions of key capacity terminology (i.e., maximum potential capacity, current capacity, current usage, excess capacity and surge). Information provided from the OSD BRAC Office was that there would not be a single prescribed method to be used by all JCSG's, rather capacity terminology was to be defined by the individual JCSG in order to best address and present (their) functional activity analysis. The definitions developed by the S&S JCSG were discussed and approved by OSD BRAC representatives. Overall Capacity for the S&S JCSG was defined in terms of resources. The individual capacity definitions were as follows:

- Current Capacity. Total resources currently available to meet an activity's requirements for their functions computed as:
 - Supply. Un-weighted sum of available resources (labor and workspace).
 - Storage. Un-weighted sum of available cubic footage available for each covered storage category, square footage for open storage, and barrels of POL for wet tank storage.
 - Distribution. Maximum available loading bays for each strategic distribution depot.
- Current Usage. Minimum number of resources required to meet an activity's requirements for each function computed as:
 - Supply. Minimum number of resources (labor and workspace) needed to produce the required number of standard products in each supply labor category. (Utilization of standard product and resource productivity rates)
 - Storage. Un-weighted Sum of utilized cubic footage for each covered storage category, square footage utilized for open storage and barrels of POL for wet tank storage.
 - Distribution. Utilized loading bays for each strategic distribution depot.
- Excess Capacity. Difference between current capacity and current usage plus surge.
- Maximum Potential Capacity. For purposes of S&S Capacity considered unbounded. For each function the most significant limiting factor on capacity is the number of resources available. In the case of supply, an activity may hire additional resources or increase economic order quantities as required to accommodate increased supply demands. For storage resources can be arbitrarily increased to meet increased storage requirements through buying, leasing or building additional storage facilities. There are no limitations to distribution capacity that may not be remedied by the acquisition or use of additional resources (e.g., buying/leasing more trucks, utilizing additional airports or ports, running more trains, etc.)
- Surge. Given additional resources, any level of surge could eventually be met. Our discussion here of surge meets additional demand with no additional resources. No DoD surge requirement was available or provided for the S&S to factor into the capacity analysis. S&S JCSG felt that surge was an important factor in providing a sensitivity analysis as a means of mitigating risk that may arise from increasing requirements on systems with no additional infusion of resources. S&S believed this requirement-based definition of surge was more useful in determining true excess capacity than arbitrarily changing current usage resource levels to unsustainable levels. Surge, as it relates to each of the three functions is discussed in Chapter IIIe.

What follows is a more in depth discussion of the S&S JCSG's capacity analysis approach, broken down by its three functions (supply, storage and distribution).

Supply

Standard Supply Product. The S&S capacity analysis for the supply function uses a standard product and individual resource productivity rates to arrive at capacity determinations. Resource productivity is a measure of the annual output that a single unit of a resource is capable of producing. The standard supply product consists of a proportional mix of the major kinds of transactions that take place in the supply process. S&S used the activities' FY 2003 responses to the capacity data call to generate a mix of signed contracts, requisitions processed, inventory items managed, individual records managed, etc., to comprise the actual product's components. The S&S JCSG believes this amalgam was a more realistic representation of the many resources that are used by an activity in performing their Supply function. Use of a standard supply product allows for the many differences among the activities both in the types of product they produce and the mix of resources they possess and use to produce those products.

- The supply product should be viewed as a single standard unit of throughput. This unit of throughput represents the average mix of outputs of the supply process over the long run. It does not necessarily mirror the output of any particular supply operation.
- Many hours of different kinds of work would normally go into processing one of standard supply product (i.e., clerical, data entry, phone calls and faxes, estimating, accounting, financing, billing, report writing, credit checks, procurement advertising, etc.). We capture these in terms of their consumption of two types of standard resources using the following metrics:
 - standard full time equivalent (labor hours) consumed/year in processing each product and,
 - standard square feet of supply workspace (implicitly includes allocations of desk space, phones, aisle space, parking, overhead, utilities, etc.) consumed/year in processing each product.

Supply Resource Productivities. Resource productivity is a measure of the annual output that a single unit of a resource is capable of producing. S&S established common resource productivities to standardize resources for the supply function. To approximate an achievable ideal from our Capacity Data Call inputs, S&S employed an approach which utilized the top 50 percent of data from the activity population. S&S used the top 50 percent believing that it was an achievable, fair level of productivity that could be attained by all S&S activities. Using this data S&S computed the average productivity of that resource in performing the Supply function. By design, the resulting productivity figures represent an "above average" rate of what is achievable in routine actual practice by activities producing a wide range of throughputs with a variety of different work methods and resources.

The group built standardized resource productivity measures to determine: (1) how much excess capacity exists and (2) how it is distributed among the production resources when they are satisfying specific requirements for standard products. It effectively filters out the problematic differences in actual productivities that routinely stem from:

- Differences in the resource ages/conditions, imbedded technologies, and skill levels of resources
- Measurement errors
- Randomness in the actual performance of the function at activities
- Differences in the product mix for the function at the different activities

Implicit in this approach is an assumption that low resource productivity is generally symptomatic of activities with excess capacity. Less work is often spread out amongst a greater number of resources in order to spread the load. Also needed information technology upgrades may be lacking, underutilizing the existing resources (while it is acknowledged that more difficult workloads will have lower productivities, the wide range of activity productivities that make up the sample (50 percent of the total) will largely negate this effect). Conversely, it is assumed that high resource productivity is characteristic of activities with relatively little or no excess capacity. This averaging process produces the following desirable effects:

- Random influences present in the data tend to cancel. Unbiased measurement errors tend to cancel and the impacts of any residual biased measurement errors tend to be minimized.
- Differences in resource efficiencies at the different activities are largely eliminated.
- Differences in the actual product mixes at individual activities are averaged and tend to reflect the same component product mixes in the standard throughput(s) for each function. Thus more difficult and easier workloads tend to average out.

Resource Utilization Rate. Armed with the standard product and standard resource productivity rates we compute a utilization rate for each activity's resources. This number is the rate needed to produce the activity's portion of the requirement for their grouping. For example, the Inventory Control Point (ICP) located at Tinker AFB will be required to produce a certain portion of the overall requirement for all ICPs. This determines what percentage of each resource's possible production time is required to produce a unit of throughput.

Excess Resource Determination. S&S compared the resource utilization rate at the activity to S&S top 50 percent average then applied any observed difference to the number of resources of the activity to determine excess capacity (i.e., the resource excess or shortfall).

Storage

S&S' capacity analysis approach for the storage function focused on resource amounts associated with regular storage (general purpose, shed, transitory shelter), special storage (controlled humidity, refrigerated, flammable/HazMat, magazine, dry tank and secure), open (improved/unimproved) and barrels of POL for wet tank storage.

- Data call respondents' availability totals for each type of storage is considered current capacity and establishes the full available storage available (consideration of the condition of these facilities is incorporated into the S&S MilVal analysis).
- Actual storage space used is considered current usage and is as reported through the data call by the individual activity.

- Excess capacity determination for the storage function is current capacity minus current usage.

Distribution

In the S&S JCSG capacity analysis, loading bays are looked at for both their availability and their usage as reported in the S&S JCSG Capacity Data call.

- Data call respondents' availability of loading bays is considered current capacity and establishes the full distribution available (consideration of the condition of these facilities is incorporated into the S&S MilVal analysis).
- Actual loading bays used are considered current usage and are as reported through the data call by the individual activity.
- Excess capacity determination for the distribution function is current capacity minus current usage.

For final activity capacity calculations grouped by function, refer to the Capacity Report Appendixes in Chapter V, Appendix A of this report.

b. Military Value Analysis

In accordance with the OSD Policy Memorandum Two "BRAC 2005 Military Value Principles," dated October 14, 2004, the S&S JCSG was guided by the supply, service and maintenance principle: "The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces." In addition, the OSD Policy Memorandum: "2005 Base Closure and Realignment Selection Criteria," dated January 4, 2005, provided the S&S JCSG with the four criteria required by BRAC law to be utilized in the analysis and determination of Military Value. The S&S JCSG Principals, through deliberative discourse, detailed the requirement of designing attributes, metrics, data call questions and a quantitative scoring plan to array the relative Military Value of supply and storage activities across the Department of Defense (DoD).

Analytical Approach

The S&S JCSG's approach divided the DoD supply and storage activities into three core functions: supply, storage, and distribution. The S&S JCSG's charter from OSD was to examine supply and storage functions. "Distribution" was added as a function by the Principals to acknowledge the strategic role distribution plays in the storage process and to acquire separate and distinct data for analysis in possible transformational distribution scenario recommendations. Distribution thus became a factor in the development of S&S recommendations. S&S crafted a methodology to analyze the Military Value of supply, storage and distribution activities by function around the 50 states, the District of Columbia, Guam, Puerto Rico and American Samoa. The S&S JCSG conducted Military Value analysis within categorical groupings of activities, namely Inventory Control Points (ICPs), Defense Distribution Depots (DDD) and Defense Reutilization and Marketing Offices (DRMOs).

The S&S JCSG envisioned a strategically integrated, network-centric, supply chain with sufficient size and capability to provide reliable, flexible, efficient and operationally responsive combat support. The strategic integration of the supply, storage and distribution activities throughout the supply chain drives combat force sustainment and the accommodation of surge requirements supporting operational demands.

Two overarching factors heavily influenced the S&S JCSG's approach to analyzing Military Value: the diversity of the commodities managed throughout the DoD supply chain and current real world surge requirements by all four Services and DLA.

A detailed list of commodity type and product groups was included in the OSD BRAC Library and distributed with the data call. This list provided detailed guidance concerning how activities needed to sort their commodity inventories when answering the data call (commodity type and product groups may be found in the Military Value Final Report, Appendix C page 41) located in Chapter V, Appendix B of this report.

The S&S JCSG recognized the difficulty in comparing and evaluating "un-like" supply activities (i.e., Inventory Control Points). At the Principals' meeting dated January 21, 2004, it was determined that the complexity of items managed by an activity should be weighted to account for added difficulty in the management of certain items (e.g., aircraft, ground vehicles, troop support). Using military judgment, the S&S JCSG developed the "Complexity Factor" (C-factor) to adjust varied commodity types and product groups based upon their management. The C-factor was applied to all inventory management questions. The weighting of both the commodity types and product groups was developed and approved by the Principals. Each commodity type was analyzed for inventory management complexity and difficulty along the lines of legal restrictions, safety requirements, security requirements, technical aspects and sources of supply. The S&S JCSG Principals discussed, debated, voted, ranked and scored each area while populating two decision tables (one table for commodity types and another for product groups) before assigning weights. Commodity weights were utilized in the final scoring plan (see Appendix C, page 42, in Final Military Value Report for a detailed list of commodity types and product groups) located in Appendix B, Chapter V of this report.

To account for variations in operational tempo for each service and defense agency since 9/11 and obtain a more standard output, the S&S JCSG (Principals' deliberative discussions on February 12, 2004 and March 8, 2004) used their military judgment and determined that the most appropriate course of action would be for each activity to provide financial and performance data for three fiscal years (2001, 2002 and 2003). The data call responses then were averaged using all three years' data to account for the operational tempo variance. These averages were used to reduce the high variability caused by service and defense agency surge activity within each fiscal year's data.

For each of the Military Value criteria, the S&S JCSG developed "characteristics" specific to each core function (supply, storage, and distribution). Characteristics provided the foundation for the attributes, metrics, and questions developed by the S&S JCSG. Characteristics also represented the second-order weighting of Military Value discussed in the scoring plan.

Functions, attributes, metrics and questions developed were directed specifically to core function targeted activities. In addition to these three functionally-oriented characteristics, the S&S JCSG designed a fourth characteristic, “common,” to structurally capture functions common across all characteristics within a criterion (e.g., IT and personnel questions were the same for each core function, therefore, rather than repeat the question within each core function, common questions were asked once for all activities to answer). A more detailed discussion of characteristic, attribute, metric and question development may be found in Chapter V, Appendix B, of this report, “Final Military Value Report, including Results.”

The weighting of criteria constituted the first-order of Military Value prioritization. Criteria 1 and 3 are viewed as most indicative of Military Value and received equal Military Value weights of 35 percent. These two criteria respectively represent: 1) support and sustain current operations and 2) support and sustain future joint, expeditionary operations. Criterion 2 represented the Military Value of facilities and land and received a weight of 20 percent. Finally, criterion 4 represented cost and manpower implications and received a weight of 10 percent.

Results

The Military Value scoring results, required for this report, for each categorical group (Inventory Control Points (ICPs), Defense Distribution Depots (DDD)s and Defense Reutilization and Marketing Offices (DRMOs)) may be found in the Military Value Final Report, Appendix H (pages 118-122) located in Appendix B, Chapter V of this report.

An in-depth discussion, to include the scoring plan and results, may be found in Chapter V, Appendix B, of this report, “Final Military Value Report, including Results.”

c. Scenario Development

The development of BRAC 2005 scenarios by the S&S JCSG was guided by the overarching strategy construct discussed earlier: “to 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 aspects.” Additionally, the S&S strategic approach sought to “transition traditional military logistics’ linear processes to a networked, force-focused construct which minimizes the number of sites and reduces excess capacity while providing a more effective and efficient DoD logistics base.”

The S&S JCSG’s approach under this strategy was based on two premises: transformation and reduce excess capacity. The first premise, transformation, was expounded by the SecDef in his November 15, 2002 memorandum, “Transformation Through Base Realignment and Closure.” Specifically, the SecDef stated “BRAC 2005 can make an even more profound contribution to transforming the Department by rationalizing our infrastructure with defense strategy”, and “I am confident we can produce BRAC recommendations that will advance transformation, combat effectiveness, and the efficient use of the taxpayer’s money.” In the same memorandum, he said “Joint Cross-Service teams will analyze the common business-oriented support functions and report their results through the ISG to the IEC.” So, with transformation being at what the S&S

JCSG considered at the core of its responsibility for BRAC 2005, business process realignments through transformational ideas and strategies were key to S&S scenario development.

The S&S JCSG took advantage of this first premise through what were coined transformational options” in a September 8, 2004 signed memorandum by the Chairman of the BRAC 2005 Infrastructure Steering Group (ISG). S&S JCSG found four of these options to have the greatest import to its charter and strategy. They are listed below.

- Establish a consolidated multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (US) DoD concentration areas (i.e., locations where more than one department is based and within close proximity to another).
- Privatize the wholesale storage and distribution processes from DoD activities that perform these functions.
- Migrate oversight and management of all Service depot level reparable to a single DoD agency/activity.
- Establish a single Inventory Control Point (ICP) within each Service or consolidate into joint ICPs.

The S&S JCSG used the insights gained through thorough examination of these areas as a springboard to help it develop transformational ideas and proposals. The S&S JCSG embarked along a path that materialized these “transformational options” into tangible business-oriented management actions. Among those measures that were ever-present considerations in scenario development and analysis were the assurance of business realignment process scenarios that (1) exploited jointness among service components and DLA, (2) avoided single point of failure, (3) made use of the private sector, and (4) made use of Military Value weighted scores where Military Value of supply, storage and distribution activities enabled and enhanced the overarching strategy construct.

S&S JCSG’s actions, under the first premise, required actual and tangible results. Consequently, S&S JCSG had under its area of responsibility a large number of DoD storage and distribution operations located at a number of military sites. These storage and distribution sites and pursuant supply functions which were also under the purview of the S&S JCSG, were being reported on in S&S capacity data. As analysis matured, the data began to show excess in both supply and storage and distribution operations. This confirmed S&S’ second premise; reduce excess DoD capacity.

As the S&S JCSG received and evaluated Capacity and Military Value Analysis data, S&S was able to develop ideas and scenarios that were in line with its overarching strategy and the two premises. As each idea became more substantive, the S&S JCSG pursued in earnest those ideas that showed the greatest promise of yielding the maximum amount of benefits in accordance with its charter, its strategy and SecDef guidance. At each step of the process, the DoD Inspector General validated the S&S data integration and certification process.

Subsequent Military Value assessments of each function at each installation were conducted using the installations certified responses to Military Value data call questions and BRAC 2005 selection criteria one through four. By statute, these four criteria are to receive priority consideration in the formulation of BRAC 2005 recommendations.

- Criterion one: The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.
- Criterion two: The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
- Criterion three: The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
- Criterion four: The cost of operations and the manpower implications.

Other criteria (five through eight) addressed payback, economic impact, community infrastructure and environmental impacts. The team then identified strategy based-data supported realignment or closure scenarios which would advance the above criteria, jointness, reduce excess DoD infrastructure capacity, achieve synergy, capitalize on technology, exploit best business practices, and minimize redundancy. Once scenarios were developed the remaining selection criteria were assessed (Criteria five through eight) using DoD's standard procedures and/or models.

The S&S JCSG developed a total of 51 scenario proposals. These were then reviewed by the S&S JCSG Principals and reduced to 26 scenario proposals which were considered to be the most promising. After further analyses, these proposals were further reduced. Five recommendations were presented to the ISG and IEC. After a further integration process, three fully developed recommendations were submitted. These recommendations are responsible for a reduction of the physical footprint of DoD Defense Logistics Agency distribution warehouses by over 50% and savings to DoD of about 5.5 billion dollars in net present value while assuring the effectiveness and the efficiency of logistics processes.

d. Force Structure Plan

Overview. The S&S JCSG assessed the relationship between the 20-year force structure plan and the supporting supply and storage capabilities as a fundamental component of the BRAC 2005 process. S&S JCSG recommendations support each defense component's future force structure and enhance capabilities and initiatives presented in the plan. Additionally, the Department's ongoing shift from a threat to a capabilities-based approach for matching strategy-to-force structure was an integral part of JCSG strategy discussions at both the senior field grade officer (working group) and Flag and General Officer Principal level.

JCSG Approach. In accordance with BRAC 2005 statute and per Secretary of Defense guidance, the S&S JCSG assessed the relationship between the force structure plan and required

supporting supply and storage capabilities. This analysis was conducted as a formal part of the S&S JCSG deliberative process. The correlation between the force structure plan and actual supply and storage capabilities is indirect, making direct correlation and formal measurement of the impacts of recommendations difficult to ascertain. However, the group spent significant time evaluating, through the use of military judgment, the known and potential impact of recommendations on transformational initiatives and related future force structure. Early in the process, the S&S JCSG Chairman recognized that a thorough understanding of future force structure and transformational initiatives is a prerequisite for candidate proposal analysis. On October 14, 2004, the JCSG Chairman requested, via formal memorandum, that each Military Department and the Defense Logistics Agency provide a written impact assessment of the 20-year force structure plan on their required supply and storage capabilities. These individual assessments served as reference tools informing JCSG membership during recommendation development and actual deliberative sessions.

Recommendation Impacts

Supply, Storage and Distribution Management Reconfiguration: This recommendation supports the force structure plan's call for relatively flat (Service) end-strengths and funding levels by reducing personnel and facility requirements. This is accomplished by reconfiguring wholesale storage and distribution around regional distribution platforms and eliminating redundant supply and storage functions at industrial installations. Additionally, this recommendation directly supports the Defense Strategy by facilitating more flexible, adaptive and decisive joint capabilities by enhancing strategic flexibility via multiple platforms.

Commodity Management Privatization: This recommendation supports the force structure plan's call for relatively flat (Service) end-strengths and funding levels by reducing personnel and facility requirements required for the acquisition, materiel management, storage and distribution of tires, packaged petroleum oil and lubricants and compressed gasses.

Depot Level Repairable Procurement Management Consolidation: This recommendation supports the 20-year force structure plan's call for relatively flat (Service) end-strengths and funding levels by reducing personnel and facility requirements. This is accomplished by transferring procurement and related procurement support functions associated with the management of depot level repairables and all functions associated with consumable items to include consumable item materiel to the Defense Logistics Agency. An ancillary benefit of this recommendation is that it advances transformation by leveraging the total buying power of DoD within a single organization while mitigating readiness risk. It provides the foundation to assess new operating concepts that employ new organizational constructs, capabilities and doctrine for providing joint supply and storage capabilities.

e. Surge Requirements

In accordance with OSD Policy Memo Seven dated January 4, 2005, surge needed to be considered in each stage of the BRAC process.

In stage one, capacity analysis; the S&S JCSG had to assess maximum potential excess capacity that would be present to absorb surge demand. Within the S&S JCSG maximum

potential capacity was defined to be unbounded. There is no limit to the number of warehouses that could be let, or contractors hired to help process the administrative workload. Thus the supply and storage system will always have the capacity to surge.

In stage two, Military Value analysis, criteria one and three required some consideration of surge. In establishing the JCSG's attributes and weighing those attributes, we ensured that surge was appropriately reflected in our Military Value analysis.

In stage three, scenario analysis, the JCSG needed to ensure consideration of "difficult to reconstitute" assets, which consist of infrastructure that is not readily commercially available for military use. These assets go beyond physical structures to include elements of topography and the ability to use the assets as required to fulfill a military need. As supply and storage infrastructure is inherently commercial and available on the commercial market, the S&S JCSG did not have any "difficult to reconstitute" assets to consider.

OSD's position on surge throughout the BRAC 2005 process was that the specific application of it differed for each JCSG; therefore they left it up to each JCSG to define and apply. The S&S JCSG originally defined surge as operating 24 hours per day, seven days per week using 100 percent of existing facilities and equipment (Capacity Report dated September 24, 2003). This definition was included in the initial capacity data call released in January 2004. Specific questions were asked in that data call to capture surge data using this definition (in view of the changing definition of surge discussed below, none of these questions were subsequently used in Capacity Analysis).

Upon the development of Capacity Analysis methodology in the early spring of 2004, the group moved to a new definition of surge. "The S&S JCSG used the term *surge* to mean using *existing infrastructure resources* to quickly respond to a *short duration sudden increase in demand*." (Capacity Report, Appendix A, Chapter V dated June 17, 2004). With this definition of surge it was important to model increasing the demand on the existing system by some percentage. As reasonable short term increases on system demand that could be expected above and beyond the current increases being seen due to the global war on terrorism, a 10 percent and 20 percent surge rates were selected. The group selected these percentages because they believed they were prudent standards and then confirmed them by repeated usage in all subsequent reports. The two rates were used to show how increases in demand would affect capacity at different levels. This in turn allowed us to ensure that the supply and storage system that remained after all BRAC 2005 actions were complete would be able to handle future surge demands.

IV. Recommendations

a. Supply, Storage and Distribution Management Reconfiguration

Recommendation: Realign Defense Supply Center Columbus, OH, by disestablishing the Defense Distribution Depot Columbus, OH. Relocate the storage and distribution functions and associated inventories to the Defense Distribution Depot Susquehanna, PA, hereby designated the Susquehanna Strategic Distribution Platform.

Realign Tobyhanna Army Depot, PA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Tobyhanna, PA, with all other supply, storage, and distribution functions and inventories that exist at Tobyhanna Army Depot to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Tobyhanna Army Depot, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Naval Station Norfolk, VA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Norfolk, VA, with all other supply, storage, and distribution functions and inventories that exist at Norfolk Naval Base and at Norfolk Naval Shipyard to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Norfolk Naval Shipyard operations, maintenance and production, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Defense Supply Center Richmond, VA, by relocating the storage and distribution functions and associated inventories of the Defense Distribution Depot Richmond, VA, to the Susquehanna Strategic Distribution Platform. Retain the minimum necessary storage and distribution functions and associated inventories at Defense Distribution Depot Richmond, VA to serve as a wholesale Forward Distribution Point.

Realign Marine Corps Air Station Cherry Point, NC by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Cherry Point, NC, with all other supply, storage, and distribution functions and inventories that exist at Naval Aviation Depot Cherry Point, NC, to support depot operations, maintenance and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Air Depot Cherry Point, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Warner Robins, GA, hereby designated the Warner Robins Strategic Distribution Platform.

Realign Robins Air Force Base, GA, by consolidating the supply, storage and distribution functions and associated inventories supporting depot operations, maintenance, and production at

the Warner Robins Air Logistics Center with the supply, storage, and distribution functions at the Warner Robins Strategic Distribution Platform.

Realign Marine Corps Logistics Base Albany, GA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Albany, GA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center Albany, GA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Maintenance Center Albany, GA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Naval Air Station Jacksonville, FL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Jacksonville, FL, with all other supply, storage, and distribution functions and inventories that exist at the Naval Aviation Depot Jacksonville, FL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Naval Aviation Depot Jacksonville, FL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Anniston Army Depot, AL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Anniston, AL, with all other supply, storage, and distribution functions and inventories that exist at Anniston Army Depot, AL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Anniston Army Depot, AL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Corpus Christi Army Depot, TX, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Corpus Christi, TX, with all other supply, storage, and distribution functions and inventories that exist at Corpus Christi Army Depot, TX, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Corpus Christi Army Depot, TX, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Oklahoma City, hereby designated the Oklahoma City Strategic Distribution Platform.

Realign Tinker AFB, OK, by consolidating the supply, storage, and distribution functions and associated inventories supporting depot operations, maintenance, and production at the Oklahoma City Air Logistics Center with the supply, storage, and distribution functions and inventories at the Oklahoma City Strategic Distribution Platform.

Realign Hill AFB, UT, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Hill, UT, with all other supply, storage, and distribution functions and inventories that exist at the Ogden Air Logistics Center, UT, to support depot operations, maintenance, and production. Retain the necessary supply, storage, and distribution functions and inventories required to support the Ogden Air Logistics Center, UT, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.

Realign Naval Station Bremerton, WA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Puget Sound, WA, with all other supply, storage and distribution functions and inventories that exist at Puget Sound Naval Shipyard, WA, to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Puget Sound Naval Shipyard, WA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Naval Station San Diego, CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, San Diego, CA, with all other supply, storage and distribution functions and inventories that exist at Naval Aviation Depot North Island, CA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Aviation Depot North Island, CA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Marine Corps Logistics Base Barstow CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Barstow CA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center Barstow, CA to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories at Defense Distribution Depot Barstow, CA that are required to support the Maintenance Center Barstow, CA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Justification: This recommendation achieves economies and efficiencies that enhance the effectiveness of logistics support to operational joint and expeditionary forces. It reconfigures the Department's wholesale storage and distribution infrastructure to improve support to the future force, whether home-based or deployed. It transforms existing logistics processes by creating four CONUS support regions, with each having one Strategic Distribution Platform and multiple Forward Distribution Points. Each Strategic Distribution Platform will be equipped with state-of-the-art consolidation, containerization and palletization capabilities, and the entire structure will provide for in-transit cargo visibility and real-time accountability. Distribution Depots, no longer needed for regional supply, will be realigned as Forward Distribution Points

and will provide dedicated receiving, storing and issuing functions solely in support of on-base industrial customers such as maintenance depots, shipyards and air logistics centers. Forward Distribution Points will consolidate all supply and storage functions supporting industrial activities, to include those internal to depots and shipyards, and those at any intermediate levels that may exist. This consolidation eliminates unnecessary redundancies and duplication, and streamlines supply and storage processes.

In addition to the actions in this recommendation, the Department is abolishing the Defense Distribution Depot at Red River Army Depot. This action is included as part of a recommendation to close the Red River Army Depot installation. The recommendation to fully close the installation achieves the objective of disestablishing the Defense Distribution Depot and is consistent with the intent of this recommendation.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$192.749M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$1,047.329M. Annual recurring savings to the Department after implementation are \$203.209M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$2,925.816M.

Economic Impacts: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Columbus, OH Metropolitan Statistical Area	21	16	37	Less than 0.1%
Scranton-Wilkes-Barre, PA Metropolitan Statistical Area	86	60	146	Less than 0.1%
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	307	426	733	Less than 0.1%
Richmond, VA Metropolitan Statistical Area	47	36	83	Less than 0.1%
New Bern, NC Micropolitan Statistical Area	10	9	19	Less than 0.1%
Albany, GA Metropolitan Statistical Area	40	31	71	Less than 0.1%
Jacksonville, FL Metropolitan Statistical Area	29	40	69	Less than 0.1%

Anniston-Oxford, AL Metropolitan Statistical Area	90	67	157	0.26%
Corpus Christi, TX Metropolitan Statistical Area	92	133	225	0.1%
Ogden-Clearfield, UT Metropolitan Statistical Area	64	62	126	Less than 0.1%
Bremerton-Silverdale, WA Metropolitan Statistical Area	59	62	121	0.1%
Riverside-San Bernadino-Ontario, CA Metropolitan Statistical Area	10	8	18	Less than 0.1%
San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area	3	3	6	Less than 0.1%

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates there are no issues regarding the ability of infrastructure of communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impacts: Additional operations at Tinker may impact wetlands and may restrict operations. At Susquehanna and San Joaquin, permits may be required for new boilers, generators and paint booths. Increased solid and hazardous waste may also require new permits. Drinking water consumption will increase at these two locations and MILCON projects require storm water permits. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; or threatened and endangered species or critical habitat. This recommendation will require spending approximately \$719,000 for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Attachment 1 Supporting Information

Competing Recommendations: None.

Support to 20-Year Force Structure Plan: This recommendation supports the 20-Year Force Structure Plan, which calls for end-strengths, mix of units and funding levels to remain relatively flat and stable. The recommendation eliminates excess wholesale storage capacity, over and above that needed to support the future force structure. It retains sufficient storage capacity to satisfy surge requirements, mobilization requirements, and requirements for redeployment and retrograde of equipment. Just as important, this recommendation reconfigures wholesale storage and infrastructure in CONUS to support the Department's plans to home-base units currently based permanently overseas. This recommendation also reduces unnecessary supply and storage resources at industrial installations, and streamlines support to depots and shipyards at reduced operating costs.

Military Value Analysis Results: This recommendation allocates Strategic Distribution Platforms (SDPs) on a regional basis. The scenario has four CONUS regions, with each region having one SDP and several FDPs supporting industrial facilities. Listed below are the quantitative military value scores and rankings for all the distribution depots considered in developing this recommendation. Distribution depots in the same regions were compared to select the best one to serve as the regional SDP. Selection was based on quantitative military value scores, storage capacity, and geographical location. Available storage capacity determines the extent of military construction required, and location influences capabilities to achieve acceptable customer wait times. Even though Warner Robins, Oklahoma City, and San Joaquin did not have the highest quantitative military value scores in their respective regions, it was the military judgment of the Supply and Storage Joint Cross Service Group that, because of their storage capacities and locations, they provided the highest overall military value to the Department as SDPs.

Defense Distribution Depots	Raw MV Score	Regional MV Ranking
Region 1. North-Eastern US & European Theater		
Defense Distribution Depot Susquehanna (SDP)	0.4092	1
Defense Distribution Depot Norfolk	0.4043	2
Defense Distribution Depot Tobyhanna	0.2809	3
Defense Distribution Depot Richmond	0.2770	4
Defense Distribution Depot Columbus	0.2239	5
Region 2. South-Eastern US		
Defense Distribution Depot Jacksonville	0.3527	1
Defense Distribution Depot Anniston	0.3235	2
Defense Distribution Depot Albany	0.2661	3
Defense Distribution Depot Warner Robins (SDP)	0.2412	4
Defense Distribution Depot Cherry Point	0.2163	5
Region 3. Central US		
Defense Distribution Depot Red River	0.3362	1

Defense Distribution Depot Oklahoma City (SDP)	0.3239	2
Defense Distribution Depot Corpus Christi	0.2269	3
Region 4. Western US & Pacific Theater		
Defense Distribution Depot Hill	0.4687	1
Defense Distribution Depot San Joaquin (SDP)	0.4163	2
Defense Distribution Depot Puget Sound	0.2636	3
Defense Distribution Depot San Diego	0.2524	4
Defense Distribution Depot Barstow	0.2505	5
Other. Non-CONUS		
Defense Distribution Depot Pearl Harbor	0.2179	1

Capacity Analysis Results: Capacities for storage and distribution functions are arrayed below for each of the Defense Distribution Depots considered in this analysis. Also presented are the capacity figures for Defense Distribution Depot Pearl Harbor.

S&S Activity	Regular Covered Storage (cu ft)	Special Covered Storage (cu ft)	Open Storage (sq ft)	No. Loading Docks
Defense Distribution Depot Albany				
Current Capacity	12,994,000	1,882,000	52,000	60
Utilized Capacity	4,635,000	587,000	0	26
Maximum Potential Capacity	12,994,000	1,882,000	52,000	60
Capacity Available to Surge	8,359,000	1,295,000	52,000	34
Capacity Required to Surge	927,000	117,400	10,400	5
Excess Capacity	8,359,000	1,295,000	52,000	34
Excess Capacity at 20% Surge	7,432,000	1,177,600	41,600	29
Defense Distribution Depot Anniston				
Current Capacity	13,550,000	2,123,000	2,550,000	28
Utilized Capacity	7,295,999	958,000	1,827,000	57
Maximum Potential Capacity	13,550,000	2,123,000	2,550,000	28
Capacity Available to Surge	6,254,001	1,165,000	723,000	-29
Capacity Required to Surge	1,459,200	191,600	365,400	11
Excess Capacity	6,254,001	1,165,000	723,000	-29
Excess Capacity at 20% Surge	4,794,801	973,400	357,600	-40
Defense Distribution Depot Barstow				
Current Capacity	10,848,000	81,000	1,209,000	20
Utilized Capacity	3,551,000	32,000	186,999	15
Maximum Potential Capacity	10,848,000	81,000	1,209,000	20
Capacity Available to Surge	7,297,000	49,000	1,022,001	5
Capacity Required to Surge	710,200	6,400	37,400	3
Excess Capacity	7,297,000	49,000	1,022,001	5

Excess Capacity at 20% Surge	6,586,800	42,600	984,601	2
Defense Distribution Depot Cherry Point				
Current Capacity	3,091,000	11,000	178,000	22
Utilized Capacity	2,022,001	7,999	105,000	10
Maximum Potential Capacity	3,091,000	11,000	178,000	22
Capacity Available to Surge	1,068,999	3,001	73,000	12
Capacity Required to Surge	404,400	1,600	20,999	2
Excess Capacity	1,068,999	3,001	73,000	12
Excess Capacity at 20% Surge	664,599	1,401	52,001	10
Defense Distribution Depot Columbus				
Current Capacity	9,018,000	0	0	26
Utilized Capacity	3,236,000	0	0	14
Maximum Potential Capacity	9,018,000	0	0	26
Capacity Available to Surge	5,782,000	0	0	22
Capacity Required to Surge	647,200	0	0	1
Excess Capacity	5,782,000	0	0	22
Excess Capacity at 20% Surge	5,134,800	0	0	21
Defense Distribution Depot Corpus Christi				
Current Capacity	1,191,000	977,000	123,000	16
Utilized Capacity	716,001	695,997	61,000	6
Maximum Potential Capacity	1,191,000	977,000	123,000	16
Capacity Available to Surge	474,999	281,003	62,000	10
Capacity Required to Surge	143,200	139,199	12,200	1
Excess Capacity	474,999	281,003	62,000	10
Excess Capacity at 20% Surge	331,799	141,804	49,800	9
Defense Distribution Depot Hill				
Current Capacity	12,888,000	320,000	543,000	106
Utilized Capacity	9,164,998	208,332	508,000	53
Maximum Potential Capacity	12,888,000	320,000	543,000	106
Capacity Available to Surge	3,723,002	111,668	35,000	53
Capacity Required to Surge				
Excess Capacity	3,723,002	111,668	35,000	53
Excess Capacity at 20% Surge	1,890,002	70,002	-66,600	42
Defense Distribution Depot Jacksonville				
Current Capacity	4,284,000	215,000	97,000	16
Utilized Capacity	3,685,999	169,001	78,000	12
Maximum Potential Capacity	4,284,000	215,000	97,000	16
Capacity Available to Surge	598,001	45,999	19,000	4
Capacity Required to Surge	737,200	33,800	15,600	2
Excess Capacity	598,001	45,999	19,000	4
Excess Capacity at 20% Surge	-139,199	12,199	3,400	2

Defense Distribution Depot Norfolk				
Current Capacity	16,854,000	1,905,000	127,000	48
Utilized Capacity	8,897,001	339,001	9,000	12
Maximum Potential Capacity	16,854,000	1,905,000	127,000	48
Capacity Available to Surge	7,956,999	1,565,999	118,000	36
Capacity Required to Surge	1,779,400	67,800	1,800	2
Excess Capacity	7,956,999	1,565,999	118,000	36
Excess Capacity at 20% Surge	6,177,599	1,498,199	116,200	34
Defense Distribution Depot Oklahoma City				
Current Capacity	16,641,000	330,000	544,000	64
Utilized Capacity	13,701,000	243,002	452,000	21
Maximum Potential Capacity	16,641,000	330,000	544,000	64
Capacity Available to Surge	2,940,000	86,998	92,000	43
Capacity Required to Surge	2,740,200	48,600	90,400	4
Excess Capacity	2,940,000	86,998	92,000	43
Excess Capacity at 20% Surge	199,800	38,398	1,600	39
Defense Distribution Depot Pearl Harbor				
Current Capacity	3,376,000	291,000	89,000	58
Utilized Capacity	2,667,999	151,000	24,000	169
Maximum Potential Capacity	3,376,000	291,000	89,000	58
Capacity Available to Surge	708,001	140,000	65,000	-111
Capacity Required to Surge	533,600	30,200	15,600	34
Excess Capacity	708,001	140,000	65,000	-111
Excess Capacity at 20% Surge	174,401	109,800	49,400	-145
Defense Distribution Depot Puget Sound				
Current Capacity	1,902,000	25,000	15,000	44
Utilized Capacity	771,999	19,999	5,001	20
Maximum Potential Capacity	1,902,000	25,000	15,000	44
Capacity Available to Surge	1,130,001	5,001	9,999	24
Capacity Required to Surge	154,400	4,000	1,000	4
Excess Capacity	1,130,001	5,001	9,999	24
Excess Capacity at 20% Surge	975,601	1,001	8,999	20
Defense Distribution Depot Red River				
Current Capacity	17,514,000	6,641,000	1,868,000	34
Utilized Capacity	13,431,999	4,630,997	1,262,999	9
Maximum Potential Capacity	17,514,000	6,641,000	1,868,000	34
Capacity Available to Surge	4,082,001	2,010,003	605,001	25
Capacity Required to Surge	2,686,400	926,199	252,600	2
Excess Capacity	4,082,001	2,010,003	605,001	25
Excess Capacity at 20% Surge	1,395,601	1,083,804	352,401	23

Defense Distribution Depot Richmond				
Current Capacity	24,005,000	3,016,000	862,000	18
Utilized Capacity	11,016,999	2,191,080	46,001	9
Maximum Potential Capacity	24,005,000	3,016,000	862,000	18
Capacity Available to Surge	12,988,001	825,000	815,999	9
Capacity Required to Surge	2,203,400	438,200	9,200	2
Excess Capacity	12,988,001	825,000	815,999	9
Excess Capacity at 20% Surge	10,784,601	386,800	806,799	7
Defense Distribution Depot San Diego				
Current Capacity	9,062,000	614,000	110,000	100
Utilized Capacity	6,253,001	485,001	81,000	50
Maximum Potential Capacity	9,062,000	614,000	110,000	100
Capacity Available to Surge	2,808,999	128,999	29,000	50
Capacity Required to Surge	1,250,600	97,000	16,200	10
Excess Capacity	2,808,999	128,999	29,000	50
Excess Capacity at 20% Surge	1,558,399	31,999	12,800	40
Defense Distribution Depot San Joaquin				
Current Capacity	43,120,000	1,239,000	555,000	64
Utilized Capacity	31,853,000	772,001	248,000	13
Maximum Potential Capacity	43,120,000	1,239,000	555,000	64
Capacity Available to Surge	11,267,000	466,999	307,000	51
Capacity Required to Surge	6,370,600	154,400	49,600	3
Excess Capacity	11,267,000	466,999	307,000	51
Excess Capacity at 20% Surge	4,896,400	312,599	257,400	48
Defense Distribution Depot Susquehanna				
Current Capacity	53,154,000	2,064,000	259,000	244
Utilized Capacity	46,618,000	1,988,998	68,160	393
Maximum Potential Capacity	53,154,000	2,064,000	259,000	244
Capacity Available to Surge	6,536,000	75,002	190,840	-149
Capacity Required to Surge	9,323,600	397,800	17,040	79
Excess Capacity	6,536,000	75,002	190,840	-149
Excess Capacity at 20% Surge	-2,787,600	-322,798	173,800	-228
Defense Distribution Depot Tobyhanna				
Current Capacity	15,158,000	238,000	901,000	22
Utilized Capacity	10,612,000	163,000	620,999	7
Maximum Potential Capacity	15,158,000	238,000	901,000	22
Capacity Available to Surge	4,546,000	75,000	280,001	15
Capacity Required to Surge	2,122,400	32,600	124,200	1
Excess Capacity	4,546,000	75,000	280,001	15
Excess Capacity at 20% Surge	2,423,600	42,400	155,801	14

Defense Distribution Depot Warner Robins				
Current Capacity	16,921,000	1,389,000	292,000	52
Utilized Capacity	13,647,000	1,106,000	295,999	45
Maximum Potential Capacity	16,921,000	1,389,000	292,000	52
Capacity Available to Surge	3,274,000	283,000	-3,999	7
Capacity Required to Surge	2,729,400	221,200	59,200	9
Excess Capacity	3,274,000	283,000	-3,999	7
Excess Capacity at 20% Surge	544,600	61,800	-63,199	-2

b. Commodity Management Privatization

Recommendation: Realign Detroit Arsenal, MI, by relocating the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH, and disestablishing all other supply functions for tires.

Realign Hill Air Force Base, UT, as follows: relocate the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH; disestablish all other supply functions for tires; and disestablish the storage, and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.

Realign Naval Support Activity Mechanicsburg, PA, by relocating the supply contracting function for packaged petroleum, oils, and lubricants to the Inventory Control Point at Defense Supply Center Richmond, VA, and disestablishing all other supply functions for packaged petroleum, oils, and lubricants.

Realign Defense Supply Center Richmond, VA by disestablishing storage and distribution functions for tires, and the supply, storage, and distribution functions for packaged petroleum, oils, and lubricants, and compressed gases. Retain the supply contracting function for packaged petroleum, oils, and lubricants, and compressed gases.

Realign Defense Supply Center Columbus, OH, Tobyhanna Army Depot, PA, Defense Distribution Depot Susquehanna, PA, Naval Station Norfolk, VA, Marine Corps Air Station Cherry Point, NC, Marine Corps Logistics Base Albany, GA, Robins Air Force Base, GA, Anniston Army Depot, AL, Naval Air Station Jacksonville, FL, Tinker Air Force Base, OK, Corpus Christi Army Depot, TX, Naval Station Bremerton, WA, Naval Station San Diego, CA, Defense Distribution Depot Barstow, CA, Defense Distribution Depot San Joaquin, CA, and Naval Station Pearl Harbor, HI, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

Justification: This recommendation achieves economies and efficiencies that enhance the effectiveness of logistics support to forces as they transition to more joint and expeditionary operations. This recommendation disestablishes the wholesale supply, storage, and distribution functions for all tires; packaged petroleum, oils and lubricants; and compressed gases used by the Department of Defense, retaining only the supply contracting function for each commodity. The Department will privatize these functions and will rely on private industry for the performance of supply, storage, and distribution of these commodities. By doing so, the Department can divest itself of inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support to user organizations and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise and business practices which translates to improved support to customers at less cost. It centralizes management of tires; packaged petroleum, oils, and lubricants; and compressed gases and eliminates unnecessary duplication of functions within the Department. Finally, this

recommendation supports transformation by privatizing the wholesale storage and distribution processes from DoD activities.

In addition to the actions described in this recommendation, the Department is also disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at Red River Army Depot, TX. The storage and distribution functions at this additional location are now being disestablished as part of recommendation for the full closure of the Red River Army Depot installation. The recommendation to close the installation fully supports all objectives intended by this recommendation.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6.379M. The net of all costs and savings to the Department during the implementation period is a savings of \$333.747M. Annual recurring savings to the Department after implementation are \$43.777M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$735.854M.

Economic Impacts: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Economic Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Employment
Harrisburg-Carlisle, PA Metropolitan Statistical Area	16	15	31	Less than 0.1%
Richmond, VA Metropolitan Statistical Area	32	25	57	Less than 0.1%
Bremerton-Silverdale, WA Metropolitan Statistical Area	1	1	2	Less than 0.1%
Virginia Beach-Norfolk-Newport News, VA Metropolitan Statistical Area	7	10	17	Less than 0.1%
Oklahoma City, OK Metropolitan Statistical Area	1	1	2	Less than 0.1%
Stockton, CA Metropolitan Statistical Area	31	20	51	Less than 0.1%
Honolulu, HI Metropolitan Statistical Area	1	1	2	Less than 0.1%
Anniston-Oxford, AL Metropolitan Statistical	1	1	2	Less than 0.1%

Area				
Detroit-Livonia- Dearborn, MI Metropolitan Division	30	19	49	Less than 0.1%

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installation in this recommendation.

Environmental Impacts: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$200,000 for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Attachment 1 Supporting Information

Competing Recommendation: No other scenarios compete with the disestablishment and privatization of supply, storage and distribution functions for tires; packaged petroleum, oils and lubricants; and compressed gases.

Support to 20-Year Force Structure Plan: This recommendation supports the 20-Year Force Structure Plan which calls for relatively flat end-strengths, units and funding levels. Privatization reduces current personnel and facilities requirements needed for the acquisition, materiel management, storage and distribution of tires; packaged petroleum, oils and lubricants; and compressed gases. The privatization of these commodities will result in more responsive supply support to the future force at greatly reduced costs to the Department.

Military Value Analysis Results: Quantitative military value scores and rankings are provided in the table below for each of the Supply and Storage Activities that perform functions described in this recommendation. Note that for military value analysis, Supply and Storage Activities were grouped into categories so like organizations could be compared to one and other. This recommendation includes two categories of activities, Inventory Control Points (ICPs) and Defense Distribution Depots, and the table provides military values for activities in both categories. The military values for activities in different categories, however, cannot be directly compared.

For this recommendation, relative quantitative military values are not relevant, because all functions relating to tires; packaged petroleum, oils and lubricants; and compressed gases are being privatized. All activities that perform supply, storage or distribution of these commodities, or any combination of these functions will have these functions privatized.

Military Value Scores and Rankings		
Name of Activity	MV Score	MV Ranking
Inventory Control Points (ICPs)		
Ogden Air Logistics Center	0.2090	1
Communications-Electronics Command (CECOM)	0.2035	2
NAVICP - Philadelphia	0.1994	3
Warner Robins Air Logistics Center	0.1956	4
Defense Supply Center Columbus	0.1909	5
NAVICP - Mechanicsburg	0.1884	6
Oklahoma City Air Logistics Center	0.1855	7
Aviation and Missile Command (AMCOM)	0.1793	8
Defense Supply Center Richmond	0.1778	9
Marine Corps Logistics Base Albany	0.1770	10
Tank-automotive and Armaments Command (TACOM)	0.1701	11
TACOM - Rock Island	0.1666	12
Defense Supply Center Philadelphia	0.1588	13

Lackland Air Force Base - ICP	0.0853	14
CECOM - CSLA	0.0722	15
TACOM - Natick	0.0301	16
Defense Distribution Depots		
Defense Distribution Depot Hill	0.4687	1
Defense Distribution Depot San Joaquin	0.4163	2
Defense Distribution Depot Susquehanna	0.4092	3
Defense Distribution Depot Norfolk	0.4043	4
Defense Distribution Depot Jacksonville	0.3527	5
Defense Distribution Depot Red River	0.3362	6
Defense Distribution Depot Oklahoma City	0.3239	7
Defense Distribution Depot Anniston	0.3235	8
Defense Distribution Depot Tobyhanna	0.2809	9
Defense Distribution Depot Richmond	0.2770	10
Defense Distribution Depot Albany	0.2661	11
Defense Distribution Depot Puget Sound	0.2636	12
Defense Distribution Depot San Diego	0.2524	13
Defense Distribution Depot Barstow	0.2505	14
Defense Distribution Depot Warner Robins	0.2412	15
Defense Distribution Depot Corpus Christi	0.2269	16
Defense Distribution Depot Columbus	0.2239	17
Defense Distribution Depot Pearl Harbor	0.2179	18
Defense Distribution Depot Cherry Point	0.2163	19

Capacity Analysis Results: The table below presents the capacities for all activities performing functions described in this recommendation. For ICPs, supply capacities are presented. For Defense Distribution Depots, storage and distribution capacities are listed.

Supply Capacities - Inventory Control Points (ICPs)				
ICPs	Purchasing/ Budgeting Labor (FTEs)	Supply Labor (FTEs)	Technical Labor (FTEs)	Work Space (sq ft)
Marine Corps Logistics Base Albany				
Current Capacity	7	231	184	626,043
Utilized Capacity	45	72	33	31,578
Maximum Potential Capacity	7	231	184	626,043
Capacity Available to Surge	-38	159	151	594,465
Capacity Required to Surge	9	15	7	6,316
Excess Capacity	-38	159	151	594,465
Excess Capacity at 20% Surge	-47	144	144	588,149

Defense Supply Center Columbus				
Current Capacity	723	528	637	307,230
Utilized Capacity	531	854	391	373,318
Maximum Potential Capacity	723	528	637	307,230
Capacity Available to Surge	192	-326	246	-66,088
Capacity Required to Surge	106	171	78	74,663
Excess Capacity	192	-326	246	-66,088
Excess Capacity at 20% Surge	86	-497	168	-140,751
Defense Supply Center Philadelphia				
Current Capacity	1,044	891	365	253,699
Utilized Capacity	1,143	1,837	841	803,037
Maximum Potential Capacity	1,044	891	365	253,699
Capacity Available to Surge	-99	-947	-475	-549,338
Capacity Required to Surge	228	367	168	160,607
Excess Capacity	-99	-947	-475	-549,338
Excess Capacity at 20% Surge	-327	-1,314	-643	-709,945
Defense Supply Center Richmond				
Current Capacity	758	989	188	437,318
Utilized Capacity	424	681	312	297,679
Maximum Potential Capacity	758	989	188	437,318
Capacity Available to Surge	334	308	-124	139,639
Capacity Required to Surge	84	136	62	59,535
Excess Capacity	334	308	-124	139,639
Excess Capacity at 20% Surge	250	172	-186	80,104
Tank-automotive and Armaments Command (TACOM)				
Current Capacity	115	363	766	155,216
Utilized Capacity	11	18	8	7,691
Maximum Potential	115	363	766	155,216

Capacity				
Capacity Available to Surge	104	345	758	147,525
Capacity Required to Surge	2	3	2	1,538
Excess Capacity	104	345	758	147,525
Excess Capacity at 20% Surge	102	342	756	145,987
CECOM - CSLA				
Current Capacity	3	85	27	37,500
Utilized Capacity	9	14	7	6,296
Maximum Potential Capacity	3	85	27	37,500
Capacity Available to Surge	-6	71	20	31,204
Capacity Required to Surge	2	3	1	1,260
Excess Capacity	-6	71	20	31,204
Excess Capacity at 20% Surge	-8	68	19	29,944
Communications - Electronics Command (CECOM)				
Current Capacity	90	325	474	520,547
Utilized Capacity	12	20	9	8,783
Maximum Potential Capacity	90	325	474	520,547
Capacity Available to Surge	78	305	465	511,764
Capacity Required to Surge	3	4	2	1,757
Excess Capacity	78	305	465	511,764
Excess Capacity at 20% Surge	75	301	463	510,007
Ogden Air Logistics Center				
Current Capacity	252	414	220	162,648
Utilized Capacity	24	38	18	16,726
Maximum Potential Capacity	252	414	220	162,648
Capacity Available to Surge	228	376	202	145,922
Capacity Required to Surge	5	8	3	3,345
Excess Capacity	228	376	202	145,922
Excess Capacity at 20%	223	368	199	142,577

Surge				
Lackland AFB - ICP				
Current Capacity	0	16	0	810
Utilized Capacity	N/A	7	N/A	3,171
Maximum Potential Capacity	0	16	0	810
Capacity Available to Surge	N/A	9	N/A	-2,361
Capacity Required to Surge	N/A	2	N/A	634
Excess Capacity	N/A	9	N/A	-2,361
Excess Capacity at 20% Surge	N/A	7	N/A	-2,995
NAVICP - Mechanicsburg				
Current Capacity	169	282	164	179,354
Utilized Capacity	67	108	49	47,285
Maximum Potential Capacity	169	282	164	179,354
Capacity Available to Surge	102	174	115	132,069
Capacity Required to Surge	14	22	10	9,457
Excess Capacity	102	174	115	132,069
Excess Capacity at 20% Surge	88	152	105	122,612
NAVICP - Philadelphia				
Current Capacity	169	330	140	180,180
Utilized Capacity	70	113	52	49,453
Maximum Potential Capacity	169	330	140	180,180
Capacity Available to Surge	99	217	88	130,727
Capacity Required to Surge	14	23	10	9,890
Excess Capacity	99	217	88	130,727
Excess Capacity at 20% Surge	85	194	78	120,837
Aviation and Missile Command (AMCOM)				
Current Capacity	2	286	588	107,919
Utilized Capacity	9	15	7	6,437
Maximum Potential Capacity	2	286	588	107,919
Capacity Available to Surge	-7	271	581	101,482

Capacity Required to Surge	2	3	1	1,288
Excess Capacity	-7	271	581	101,482
Excess Capacity at 20% Surge	-9	268	580	100,194
Warner Robins Air Logistics Center				
Current Capacity	146	966	124	214,020
Utilized Capacity	117	188	86	82,393
Maximum Potential Capacity	146	966	124	214,020
Capacity Available to Surge	29	778	38	131,627
Capacity Required to Surge	24	38	17	16,478
Excess Capacity	29	778	38	131,627
Excess Capacity at 20% Surge	5	740	21	115,149
TACOM - Rock Island				
Current Capacity	187	245	410	315,729
Utilized Capacity	247	397	182	173,661
Maximum Potential Capacity	187	245	410	315,729
Capacity Available to Surge	-60	-153	228	142,068
Capacity Required to Surge	50	79	36	34,733
Excess Capacity	-60	-153	228	142,068
Excess Capacity at 20% Surge	-110	-232	192	107,335
TACOM - Natick				
Current Capacity	0	66	3	81,259
Utilized Capacity	N/A	1	0	412
Maximum Potential Capacity	0	66	3	81,259
Capacity Available to Surge	N/A	65	3	80,847
Capacity Required to Surge	N/A	0	1	82
Excess Capacity	N/A	65	3	80,847
Excess Capacity at 20% Surge	N/A	65	2	80,765
Oklahoma City Air Logistics Center				
Current Capacity	196	817	78	105,088

Utilized Capacity	45	72	33	31,363
Maximum Potential Capacity	196	817	78	105,088
Capacity Available to Surge	151	745	45	73,725
Capacity Required to Surge	9	14	6	6,272
Excess Capacity	151	745	45	73,725
Excess Capacity at 20% Surge	142	731	39	67,453
Storage and Distribution Capacities - Defense Distribution Depots				
Depots	Regular Covered Storage (cu ft)	Special Covered Storage (cu ft)	Open Storage (sq ft)	No. Loading Docks
Defense Distribution Depot Albany				
Current Capacity	12,994,000	1,882,000	52,000	60
Utilized Capacity	4,635,000	587,000	0	26
Maximum Potential Capacity	12,994,000	1,882,000	52,000	60
Capacity Available to Surge	8,359,000	1,295,000	52,000	34
Capacity Required to Surge	927,000	117,400	10,400	5
Excess Capacity	8,359,000	1,295,000	52,000	34
Excess Capacity at 20% Surge	7,432,000	1,177,600	41,600	29
Defense Distribution Depot Anniston				
Current Capacity	13,550,000	2,123,000	2,550,000	28
Utilized Capacity	7,295,999	958,000	1,827,000	57
Maximum Potential Capacity	13,550,000	2,123,000	2,550,000	28
Capacity Available to Surge	6,254,001	1,165,000	723,000	-29
Capacity Required to Surge	1,459,200	191,600	365,400	11
Excess Capacity	6,254,001	1,165,000	723,000	-29
Excess Capacity at 20% Surge	4,794,801	973,400	357,600	-40
Defense Distribution Depot Barstow				
Current Capacity	10,848,000	81,000	1,209,000	20
Utilized Capacity	3,551,000	32,000	186,999	15

Maximum Potential Capacity	10,848,000	81,000	1,209,000	20
Capacity Available to Surge	7,297,000	49,000	1,022,001	5
Capacity Required to Surge	710,200	6,400	37,400	3
Excess Capacity	7,297,000	49,000	1,022,001	5
Excess Capacity at 20% Surge	6,586,800	42,600	984,601	2
Defense Distribution Depot Cherry Point				
Current Capacity	3,091,000	11,000	178,000	22
Utilized Capacity	2,022,001	7,999	105,000	10
Maximum Potential Capacity	3,091,000	11,000	178,000	22
Capacity Available to Surge	1,068,999	3,001	73,000	12
Capacity Required to Surge	404,400	1,600	20,999	2
Excess Capacity	1,068,999	3,001	73,000	12
Excess Capacity at 20% Surge	664,599	1,401	52,001	10
Defense Distribution Depot Columbus				
Current Capacity	9,018,000	0	0	26
Utilized Capacity	3,236,000	0	0	14
Maximum Potential Capacity	9,018,000	0	0	26
Capacity Available to Surge	5,782,000	0	0	22
Capacity Required to Surge	647,200	0	0	1
Excess Capacity	5,782,000	0	0	22
Excess Capacity at 20% Surge	5,134,800	0	0	21
Defense Distribution Depot Corpus Christi				
Current Capacity	1,191,000	977,000	123,000	16
Utilized Capacity	716,001	695,997	61,000	6
Maximum Potential Capacity	1,191,000	977,000	123,000	16
Capacity Available to Surge	474,999	281,003	62,000	10
Capacity Required to Surge	143,200	139,199	12,200	1

Excess Capacity	474,999	281,003	62,000	10
Excess Capacity at 20% Surge	331,799	141,804	49,800	9
Defense Distribution Depot Hill				
Current Capacity	12,888,000	320,000	543,000	106
Utilized Capacity	9,164,998	208,332	508,000	53
Maximum Potential Capacity	12,888,000	320,000	543,000	106
Capacity Available to Surge	3,723,002	111,668	35,000	53
Capacity Required to Surge	1,833,000	41,666	101,600	11
Excess Capacity	3,723,002	111,668	35,000	53
Excess Capacity at 20% Surge	1,890,002	70,002	-66,600	42
Defense Distribution Depot Jacksonville				
Current Capacity	4,284,000	215,000	97,000	16
Utilized Capacity	3,685,999	169,001	78,000	12
Maximum Potential Capacity	4,284,000	215,000	97,000	16
Capacity Available to Surge	598,001	45,999	19,000	4
Capacity Required to Surge	737,200	33,800	15,600	2
Excess Capacity	598,001	45,999	19,000	4
Excess Capacity at 20% Surge	-139,199	12,199	3,400	2
Defense Distribution Depot Norfolk				
Current Capacity	16,854,000	1,905,000	127,000	48
Utilized Capacity	8,897,001	339,001	9,000	12
Maximum Potential Capacity	16,854,000	1,905,000	127,000	48
Capacity Available to Surge	7,956,999	1,565,999	118,000	36
Capacity Required to Surge	1,779,400	67,800	1,800	2
Excess Capacity	7,956,999	1,565,999	118,000	36
Excess Capacity at 20% Surge	6,177,599	1,498,199	116,200	34
Defense Distribution Depot Oklahoma City				
Current Capacity	16,641,000	330,000	544,000	64
Utilized Capacity	13,701,000	243,002	452,000	21

Maximum Potential Capacity	16,641,000	330,000	544,000	64
Capacity Available to Surge	2,940,000	86,998	92,000	43
Capacity Required to Surge	2,740,200	48,600	90,400	4
Excess Capacity	2,940,000	86,998	92,000	43
Excess Capacity at 20% Surge	199,800	38,398	1,600	39
Defense Distribution Depot Pearl Harbor				
Current Capacity	3,376,000	291,000	89,000	58
Utilized Capacity	2,667,999	151,000	24,000	169
Maximum Potential Capacity	3,376,000	291,000	89,000	58
Capacity Available to Surge	708,001	140,000	65,000	-111
Capacity Required to Surge	533,600	30,200	15,600	34
Excess Capacity	708,001	140,000	65,000	-111
Excess Capacity at 20% Surge	174,401	109,800	49,400	-145
Defense Distribution Depot Puget Sound				
Current Capacity	1,902,000	25,000	15,000	44
Utilized Capacity	771,999	19,999	5,001	20
Maximum Potential Capacity	1,902,000	25,000	15,000	44
Capacity Available to Surge	1,130,001	5,001	9,999	24
Capacity Required to Surge	154,400	4,000	1,000	4
Excess Capacity	1,130,001	5,001	9,999	24
Excess Capacity at 20% Surge	975,601	1,001	8,999	20
Defense Distribution Depot Red River				
Current Capacity	17,514,000	6,641,000	1,868,000	34
Utilized Capacity	13,431,999	4,630,997	1,262,999	9
Maximum Potential Capacity	17,514,000	6,641,000	1,868,000	34
Capacity Available to Surge	4,082,001	2,010,003	605,001	25
Capacity Required to Surge	2,686,400	926,199	252,600	2

Excess Capacity	4,082,001	2,010,003	605,001	25
Excess Capacity at 20% Surge	1,395,601	1,083,804	352,401	23
Defense Distribution Depot Richmond				
Current Capacity	24,005,000	3,016,000	862,000	18
Utilized Capacity	11,016,999	2,191,080	46,001	9
Maximum Potential Capacity	24,005,000	3,016,000	862,000	18
Capacity Available to Surge	12,988,001	825,000	815,999	9
Capacity Required to Surge	2,203,400	438,200	9,200	2
Excess Capacity	12,988,001	825,000	815,999	9
Excess Capacity at 20% Surge	10,784,601	386,800	806,799	7
Defense Distribution Depot San Diego				
Current Capacity	9,062,000	614,000	110,000	100
Utilized Capacity	6,253,001	485,001	81,000	50
Maximum Potential Capacity	9,062,000	614,000	110,000	100
Capacity Available to Surge	2,808,999	128,999	29,000	50
Capacity Required to Surge	1,250,600	97,000	16,200	10
Excess Capacity	2,808,999	128,999	29,000	50
Excess Capacity at 20% Surge	1,558,399	31,999	12,800	40
Defense Distribution Depot San Joaquin				
Current Capacity	43,120,000	1,239,000	555,000	64
Utilized Capacity	31,853,000	772,001	248,000	13
Maximum Potential Capacity	43,120,000	1,239,000	555,000	64
Capacity Available to Surge	11,267,000	466,999	307,000	51
Capacity Required to Surge	6,370,600	154,400	49,600	3
Excess Capacity	11,267,000	466,999	307,000	51
Excess Capacity at 20% Surge	4,896,400	312,599	257,400	48
Defense Distribution Depot Susquehanna				
Current Capacity	53,154,000	2,064,000	259,000	244

Utilized Capacity	46,618,000	1,988,998	68,160	393
Maximum Potential Capacity	53,154,000	2,064,000	259,000	244
Capacity Available to Surge	6,536,000	75,002	190,840	-149
Capacity Required to Surge	9,323,600	397,800	17,040	79
Excess Capacity	6,536,000	75,002	190,840	-149
Excess Capacity at 20% Surge	-2,787,600	-322,798	173,800	-228
Defense Distribution Depot Tobyhanna				
Current Capacity	15,158,000	238,000	901,000	22
Utilized Capacity	10,612,000	163,000	620,999	7
Maximum Potential Capacity	15,158,000	238,000	901,000	22
Capacity Available to Surge	4,546,000	75,000	280,001	15
Capacity Required to Surge	2,122,400	32,600	124,200	1
Excess Capacity	4,546,000	75,000	280,001	15
Excess Capacity at 20% Surge	2,423,600	42,400	155,801	14
Defense Distribution Depot Warner Robins				
Current Capacity	16,921,000	1,389,000	292,000	52
Utilized Capacity	13,647,000	1,106,000	295,999	45
Maximum Potential Capacity	16,921,000	1,389,000	292,000	52
Capacity Available to Surge	3,274,000	283,000	-3,999	7
Capacity Required to Surge	2,729,400	221,200	59,200	9
Excess Capacity	3,274,000	283,000	-3,999	7
Excess Capacity at 20% Surge	544,600	61,800	-63,199	-2

c. Depot Level Repairable Procurement Management Consolidation

Recommendation: Realign Lackland Air Force Base, TX, as follows: relocate 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 to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Robins Air Force Base, GA and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; relocate the remaining integrated materiel management, user, and related support functions to Robins Air Force Base, GA.

Realign Soldier Systems Center, Natick, MA, by relocating 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 to Defense Supply Center Philadelphia, PA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Philadelphia, PA, Inventory Control Point functions.

Realign Detroit Arsenal, MI, by relocating 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 to Defense Supply Center Columbus, OH, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Columbus, OH, Inventory Control Point functions.

Realign Rock Island Arsenal, IL, as follows: relocate 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 to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; relocate the procurement management and related support functions for Depot Level Repairables to Detroit Arsenal, MI, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Detroit Arsenal, MI.

Realign Ft Huachuca, AZ, as follows: relocate 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 to Defense Supply Center Columbus, OH, and designate them as Defense Logistics Agency Inventory Control Point

functions; relocate the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD.

Realign Naval Support Activity Mechanicsburg, PA, as follows: relocate 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, except those Navy items associated with Nuclear Propulsion Support, Level 1/Subsafe and Deep Submergence System Program (DSSP) Management, Strategic Weapon Systems Management, Design Unstable/Preproduction Test, Special Waivers, Major End Items and Fabricated or Reclaimed items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight 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 Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Marine Corps Base, Albany, GA, as follows: relocate 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 any residual Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight 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 Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Naval Support Activity Philadelphia, PA, Tinker Air Force Base, OK, Hill Air Force Base, UT, and Robins Air Force Base, GA, by relocating 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, except those Navy items associated with Design Unstable/Preproduction Test, Special Waivers and Major End Items to Defense Supply Center Richmond, VA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement

management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

Realign Redstone Arsenal, AL, as follows: relocate 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 Aviation Consumable Items to Defense Supply Center Richmond, VA, and reestablish them as Defense Logistics Agency Aviation Inventory Control Point functions; disestablish the procurement management and related support functions for Aviation Depot Level Repairables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory Control Point functions; relocate 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 Missile Consumable Items to Defense Supply Center Columbus, OH; reestablish them as Defense Logistics Agency Missile Inventory Control Point functions; disestablish the procurement management and related support functions for Missile Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Missile Inventory Control Point functions; and realign a portion of the remaining integrated materiel management, user, and related support functions necessary to oversee the Inventory Control Point activities at Aberdeen Proving Ground, MD, Detroit Arsenal, MI, Soldier System Center, Natick, MA, and Redstone Arsenal, AL, to Headquarters Army Materiel Command (AMC).

Realign Wright-Patterson Air Force Base, OH, by relocating the oversight 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 Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Ft Belvoir, VA, by assigning the oversight 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 Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Justification: The Supply & Storage Joint Cross Service Group looked at the responsibility for consumable and depot level reparable item management across the Department of Defense. This recommendation together with elements of a base closure recommendation supports the migration of the remaining Service Consumable Items to the oversight and management of a single DoD agency/activity. This proposal moves select Inventory Control Point functions (Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, and Integrated Materiel Management Technical Support) to DLA. A number of Inventory Control Point functions (Allowance/Initial Supply Support List Development,

Configuration Management, User Engineering Support, Provisioning, and User Technical Support) will be retained by the Services to maintain the appropriate critical mass to perform requirements and engineering. In addition, this recommendation realigns or relocates the procurement management and related support functions for the procurement of DLRs to DLA. For both consumable items and the procurement management of DLRs, this recommendation provides the opportunity to further consolidate Service and DLA Inventory Control Points by supply chain type. Defense Supply Center Columbus, OH (DSCC), manages the Maritime and Land supply chain, the Defense Supply Center Richmond, VA (DSCR), manages the Aviation supply chain, and Defense Supply Center Philadelphia, PA (DSCP), manages the Troop Support supply chain. The realignment should provide labor savings through transfer-in-place (application of standard labor rates across Inventory Control Points, headquarters staff reductions, and consolidation of support functions), reduce labor and support costs (from site consolidation), and business process improvements, such as, consolidation of procurement under a single inventory materiel manager, reduction of disposal costs, and improved stock positioning. Savings related to overhead/support functions, especially at those locations where physical realignments occur at a lead center can be anticipated. Finally, this recommendation supports transformation by transferring procurement management of all Service DLRs to a single DoD agency/activity.

This recommendation also allows for the relocation of the remaining Army ICP functions at Fort Huachuca (integrated materiel management, user, and related support functions) to be collocated with its respective Life Cycle Management Command.

This recommendation relocates Air Force ICP functions from Lackland AFB to Robins AFB to provide for the continuation of secure facilities required by the Lackland ICP.

In addition while this recommendation incorporates most of the actions required to complete the transfer of management to DLA, one element is captured in the closure recommendation associated Fort Monmouth, NJ, as noted below:

The realignment of Fort Monmouth, NJ, which relocates 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 to Defense Supply Center Columbus, OH, and reestablishes the m as Defense Logistics Agency Inventory Control Point functions; relocates the procurement management and related support functions for Depot Level Repairables to Aberdeen Proving Ground, MD, and designates them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocates the remaining integrated materiel management, user, and related support functions to Aberdeen Proving Ground, MD, has been incorporated into the closure of Fort Monmouth, NJ.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$127.036 million. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$369.794 million. Annual recurring savings to the Department after implementation are \$159.281 million with a payback expected

immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,889.577 million.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Sierra Vista-Douglas, AZ Metropolitan Statistical Area	212	159	371	0.72%
Cambridge-Newton-Framingham Metropolitan	18	12	30	Less than 0.1%
San Antonio, TX Metropolitan Statistical Area	293	302	595	Less than 0.1%
Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area	740	647	1,387	0.61%
Albany, GA Metropolitan Statistical Area	7	6	13	Less than 0.1%
Harrisburg-Carlisle, PA Metropolitan Statistical Area	10	9	19	Less than 0.1%
Huntsville, AL Metropolitan Statistical Area	71	55	126	Less than 0.1%
Ogden-Clearfield, UT Metropolitan Statistical Area	47	46	93	Less than 0.1%
Oklahoma City, OK Metropolitan Statistical Area	38	48	86	Less than 0.1%

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impacts: This recommendation will impact air quality at Aberdeen. Added operations will require New Source Review permitting and Air Conformity Analysis. Potential impacts to cultural resources may occur at Aberdeen as a result of increased times delays and negotiated restrictions, due to tribal government interest, and the fact that resources must be evaluated on a case-by-case basis. 18 Historic properties are identified at Detroit Arsenal to date but no restrictions to mission reported. Potential impacts may occur to historic resources at Detroit Arsenal, since resource must be valued on a case-by-case basis, thereby causing increased delays and costs. Additional operations may impact cultural resources and sensitive resource areas at Robins, which may impact operations. Noise contours at Robins may need to be reevaluated due to the change in mission. Additional operations at Aberdeen may further impact threatened/endangered species leading to additional restrictions on training or operations. Modification of on-installation treatment works may be necessary at Robins to accommodate the change in mission. Significant mitigation measures to limit releases may be required at Aberdeen and Detroit Arsenal to reduce impacts to water quality and achieve US EPA water quality standards. A wetlands survey may be needed at Detroit Arsenal. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; or wetlands. This recommendation will require spending approximately \$522K for environmental compliance activities. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Attachment

Supporting Information:

- **Potential or known competing recommendations.** No conflicting scenarios are noted.
- **Force Structure Capabilities.** DLA's ongoing implementation of its Business System Modernization (BSM) effort which replaces a 30 year old materiel management system and the ongoing development of a Customer Relationship Management (CRM) system will further enhance DLA's ability to support its customers. BSM and CRM will allow DLA to be much more flexible and responsive in dealing with changing requirements. Nevertheless, throughout the surge in customer requirements, beginning during the build up for the wars in Afghanistan and Iraq, DLA's NICPs have been able to provide excellent support.

Reviews of the Service Force Structure Plans indicate that greater responsiveness, the ability to interact effectively in joint environments, and more flexible/agile supply chains are key elements of the plans. Operating in relatively stable end strength/funding level environment, especially after the war efforts are completed, is expected to be easier once BSM is fully implemented. In summary, DLA's full implementation of BSM and CRM should enable effective support in regards to the 20 year Force Structure Plan.

- **Military Value Analysis Results:** It was the military judgment of the S&S JCSG that for Consumable Items the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, and Integrated Materiel Management Technical Support service ICP functions should be consolidated under the authority of DLA. The S&S JCSG also decided that Procurement Management and related support functions for the procurement of DLRs would transfer to DLA. Since these functions will be disestablished at every Service ICP location, the relative military value scores of those locations were not determinative. It is the military judgment of the S&S JCSG that this recommendation provides the highest overall military value to the Department. For the relocation of Army ICP functions to Aberdeen Proving Ground, MD, from Ft. Huachuca, the Army determined that Aberdeen Proving Ground, MD, had the highest military value of the relevant locations.

For the relocation of AF ICP functions from Lackland AFB, TX, to Robins AFB, GA, the AF determined that Robins had the higher military value.

- **S&S JCSG Military Value – Criteria and Characteristics:** The Supply and Storage (S&S) JCSG's approach divides the DOD supply and storage activities into three core functions: supply, storage, and distribution. Inventory Control Points were defined as activities that perform the Supply core function. For each of military value criteria, the S&S JCSG developed "characteristics" that bring a supply system context to the criteria by integrating the core functions (supply, storage, and distribution). The weighting of criteria constitutes the first-order weighting of military value and

provides the foundation for the attributes, metrics, and questions developed by the S&S JCSG. The criteria, weighting and supply characteristics are provided below.

- Criterion 1 (35%):** The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.
Characteristic. Use modern and flexible inventory management processes to support and enhance operational readiness, as defined by requirements determination, acquisition, and stock control.
- Criterion 2 (20%):** The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
Characteristic. Operate from modern, efficient, and expandable infrastructure that enhances the inventory management process.
- Criterion 3 (35%):** The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
Characteristic. A modern, flexible inventory management capability with sufficient capacity to adapt to future requirements as defined by personnel, information technology (IT), and infrastructure.
- Criterion 4 (10%):** The cost of operations and the manpower implications.
Characteristic. Manage inventory processes to minimize cost and manpower requirements.

S&S JCSG Military Value Scores and Ranking for all ICPs

Name of Activity	Military Score	Military Value Ranking
Hill AFB	0.2090	1 of 16
Fort Monmouth	0.2035	2 of 16
NAVICP Philadelphia	0.1994	3 of 16
Robins AFB	0.1956	4 of 16
DSC Columbus	0.1909	5 of 16
NAVICP Mechanicsburg	0.1884	6 of 16
Tinker AFB	0.1855	7 of 16
Redstone Arsenal	0.1793	8 of 16
DSC Richmond	0.1778	9 of 16
MCLB Albany	0.1770	10 of 16
Detroit Arsenal	0.1701	11 of 16
Rock Island	0.1666	12 of 16
DSC Philadelphia	0.1588	13 of 16
Lackland AFB	0.0853	14 of 16

Fort Huachuca	0.0722	15 of 16
Soldier System Center	0.0301	16 of 16

Army Overall Military Value Scores and Rankings for Army Installations

Name of Activity	Military Score	Military Ranking
Ft Bliss	6.20	1 of 88
Ft Lewis	5.71	2 of 88
Ft Hood	5.66	3 of 88
Ft Stewart	5.43	4 of 88
Ft Bragg	5.33	5 of 88
Yuma Proving Ground	5.28	6 of 88
Dugway Proving Ground	5.23	7 of 88
Ft Carson	5.22	8 of 88
Ft Benning	5.20	9 of 88
White Sands Missile Range	5.13	10 of 88
Ft Wainwright	5.06	11 of 88
Ft Knox	4.88	12 of 88
Ft Riley	4.86	13 of 88
Ft Campbell	4.80	14 of 88
Ft Drum	4.68	15 of 88
Ft Polk	4.64	16 of 88
Ft Irwin	4.53	17 of 88
Aberdeen Proving Ground	4.16	18 of 88
Name of Activity	Overall Military Score	Military Ranking
Ft Sill	4.00	19 of 88
Schofield Barracks	3.92	20 of 88
Ft Huachuca	3.82	21 of 88
Ft AP Hill	3.68	22 of 88
Ft Dix	3.45	23 of 88
Anniston Army Depot	3.19	24 of 88
Ft McCoy	3.18	25 of 88
Ft Jackson	3.12	26 of 88
McAlester Army Ammo Plant	3.10	27 of 88
Ft Rucker	3.06	28 of 88
Ft Richardson	2.98	29 of 88
Redstone Arsenal	2.97	30 of 88
Hawthorne Army Depot	2.94	31 of 88
Crane Army Depot	2.90	32 of 88
Ft Eustis	2.90	33 of 88
Ft Lee	2.79	34 of 88
Ft Leonard Wood	2.78	35 of 88
Ft Gordon	2.78	36 of 88
Tobyhanna Army Depot	2.77	37 of 88
Ft Belvoir	2.68	38 of 88

Letterkenny Army Depot	2.67	39 of 88
Red River Army Depot	2.61	40 of 88
Tooele Army Depot	2.48	41 of 88
Sierra Army Depot	2.48	42 of 88
Ft Sam Huston	2.40	43 of 88
Deseret Chem Plant	2.35	44 of 88
Bluegrass Army Depot	2.34	45 of 88
Walter Reed Army Med Ctr	2.34	46 of 88
Picatinny Arsenal	2.31	47 of 88
Watervliet Arsenal	2.26	48 of 88
Ft Meade	2.25	49 of 88
Ft Monmouth	2.25	50 of 88
Ft McPherson	2.23	51 of 88
Ft Gillen	2.21	52 of 88
Rock Island Arsenal	2.14	54 of 88
MOT Sunny Point	2.10	55 of 88
Pueblo Chem Depot	2.01	56 of 88
Ft Detrick	1.00	57 of 88
Soldier Support Center	1.94	58 of 88
Charles Kelley Supt	1.91	59 of 88
Milan Army Ammo Plant	1.90	60 of 88
Mississippi Army Ammo Plant	1.88	61 of 88
West Point	1.87	62 of 88
Pine Buff Arsenal	1.68	63 of 88
Ft Leavenworth	1.85	64 of 88
Ft Mc Nair	1.83	65 of 88
Newport Chem Depot	1.83	66 of 88
Ft Myer	1.82	67 of 88
Ft Monroe	1.80	68 of 88
Kansas Army Ammo Plant	1.79	69 of 88
Lake City Army Ammo Plant	1.77	70 of 88
Iowa Army Ammo Plant	1.76	71 of 88
Lone Star Army Ammunition Plant	1.72	72 of 88
Adelphi Labs	1.69	73 of 88
Ft Hamilton	1.68	74 of 88
Detroit Arsenal	1.64	75 of 88
Carlisle	1.63	76 of 88
Corpus Christi Army Depot Activity	1.60	77 of 88
Lima Tank Plant	1.59	78 of 88
Scranton Army Ammo Plant	1.53	79 of 88
USAG Selfridge	1.52	80 of 88
Radford Army Ammo Plant	1.50	81 of 88
Ft Shafter	1.48	82 of 88

Ft Buchanan	1.46	83 of 88
Holston Army Ammo Plant	1.43	84 of 88
Presidio of Monterey	1.34	85 of 88
Umatilla Chem Depot	1.30	86 of 88
Tripler Army Med Ctr	1.25	87 of 88
Riverbank Army Ammo Plant	1.18	88 of 88

Air Force Military Value Scores and Rankings for Air Force Logistics Activities

Name of Activity	Military Score	Military Value Ranking
Robins AFB-NICP	0.1067	1 of 79
Hill AFB-NICP	0.1066	2 of 79
Tinker AFB-NICP	0.1025	3 of 79
Eglin AFB-LRS-Active	0.0901	4 of 79
Little Rock AFB-LRS-Active	0.0851	5 of 79
Laughlin AFB-LRS-Active	0.0837	6 of 79
Wright-Patterson AFB-LRS-Active	0.0813	7 of 79
Holloman AFB-LRS-Active	0.0781	8 of 79
Sheppard AFB-LRS-Active	0.0764	9 of 79
Travis AFB-LRS-Active	0.0742	10 of 79
Tyndall AFB-LRS-Active	0.0704	11 of 79
Luke AFB-LRS-Active	0.0686	12 of 79
Shaw AFB-LRS-Active	0.0685	13 of 79
McCord AFB-LRS-Active	0.0675	14 of 79
Tinker AFB-LRS-Active	0.0643	15 of 79
Columbus AFB-LRS-Active	0.0643	16 of 79
Barksdale AFB-LRS-Active	0.0642	17 of 79
Ellsworth AFB-LRS-Active	0.0636	18 of 79
Malmstrom AFB-LRS-Active	0.0631	19 of 79
Charleston AFB-LRS-Active	0.0628	20 of 79
Dyess AFB-LRS-Active	0.0624	21 of 79
Elmendorf AFB-LRS-Active	0.0624	22 of 79
Langley AFB-LRS-Active	0.0619	23 of 79
Offutt AFB-LRS-Active	0.0593	24 of 79
Hill AFB-Depot Supply	0.0590	25 of 79

Name of Activity	Military Score	Military Value Ranking
Nellis AFB-LRS-Active	0.0587	26 of 79
Vance AFB-LRS-Active	0.0583	27 of 79
Fairchild AFB-LRS-Active	0.0581	28 of 79
Francis E. Warren AFB-LRS-Active	0.0578	29 of 79
Patrick AFB-LRS-Active	0.0566	30 of 79
Hurlburt Field-LRS-Active	0.0565	31 of 79
Seymour Johnson AFB-LRS-Active	0.0548	32 of 79
Tinker AFB-Depot Supply	0.0547	33 of 79
Kirtland AFB-LRS-Active	0.0544	34 of 79
Robins AFB-Depot Supply	0.0542	35 of 79
Altus AFB-LRS-Active	0.0537	36 of 79
Robins AFB-LRS-Active	0.0534	37 of 79
Dover AFB-LRS-Active	0.0533	38 of 79
Edwards AFB-LRS-Active	0.0526	39 of 79
Mountain Home AFB-LRS-Active	0.0523	40 of 79
McConnell AFB-LRS-Active	0.0521	41 of 79
Vandenberg AFB-LRS-Active	0.0508	42 of 79
Peterson AFB-LRS-Active	0.0507	43 of 79
Whiteman AFB-LRS-Active	0.0507	44 of 79
Hill AFB-LRS-Active	0.0498	45 of 79
Eielson AFB-LRS-Active	0.0485	46 of 79
Cannon AFB-LRS-Active	0.0484	47 of 79
Randolph AFB-LRS-Active	0.0482	48 of 79
Beale AFB-LRS-Active	0.0460	49 of 79
Davis-Monthan AFB-Depot Supply	0.0452	50 of 79
Keesler AFB-LRS-Active	0.0445	51 of 79
Andrews AFB-LRS-Active	0.0433	52 of 79
Scott AFB-LRS-Active	0.0429	53 of 79
Andersen AFB-LRS-Active	0.0417	54 of 79
Minot AFB-LRS-Active	0.0414	55 of 79
Pope AFB-LRS-Active	0.0408	56 of 79

Name of Activity	Military Score	Military Value Ranking
Maxwell AFB-LRS-Active	0.0407	57 of 79
Lackland AFB-LRS-Active	0.0405	58 of 79
Grand Forks AFB-LRS-Active	0.0390	59 of 79
Scott AFB-RSS	0.0373	60 of 79
Moody AFB-LRS-Active	0.0368	61 of 79
Lackland AFB-NICP	0.0368	62 of 79
Hickam AFB-LRS-Active	0.0344	63 of 79
Goodfellow AFB-LRS-Active	0.0317	64 of 79
McGuire AFB-LRS-Active	0.0285	65 of 79
Bolling AFB	0.0217	66 of 79
MacDill AFB-LRS-Active	0.0200	67 of 79
Hanscom AFB-LRS-Active	0.0176	68 of 79
Los Angeles AFB-LRS-Active	0.0164	69 of 79
Hickam AFB-RSS	0.0148	70 of 79
Langley AFB-RSS	0.0123	71 of 79
Davis-Monthan AFB-LRS-Active	0.0103	72 of 79
Hurlburt Field-RSS	0.0011	73 of 79
Nashville IAP AGS-LRS-Active	0.0000	74 of 79
Robins AFB-RSS	0.0000	75 of 79
McGuire AFB-N/A	0.0000	76 of 79
Onizuka AFS	0.0000	77 of 79
Indian Springs AFS-LRS-Active	0.0000	78 of 79
Arnold AFS-LRS-Active	0.0000	79 of 79

- S&S JCSG Capacity Analysis Results.** Individual activity infrastructure was analyzed by examining the productivity of key resource inputs, e.g., labor (man-hours) and actual space (office, warehouse, etc.). A low rate of productivity for key resource inputs was assumed to indicate either inefficient use of resources and/or excess resource capacities. The capacity methodology utilized a standard product and standard resource productivity rates to determine excess capacity in the Supply function. The S&S JCSG concluded that sufficient excess Supply capacity existed to warrant development of BRAC scenarios derived from optimization modeling maximized military value while minimizing the number of open activities. Capacity analysis results are provided below.

Location	Purchasing / budgeting labor (FTE)	Supply labor (FTE)	Technical labor (FTE)	Work space (SF)
CO MCLB ALBANY GA				
Current Capacity	7	231	184	626,043
Current Usage	45	72	33	31,578
Max Potential Capacity	7	231	184	626,043
Capacity Available to Surge	-38	159	151	594,465
Capacity Required to Surge	9	15	7	6,316
Excess Capacity	-38	159	151	594,465
Excess Capacity at 20% Surge	-47	144	144	588,149
DEFENSE SUPPLY CENTER COLUMBUS				
Current Capacity	723	528	637	307,230
Current Usage	531	854	391	373,318
Max Potential Capacity	723	528	637	307,230
Capacity Available to Surge	192	-326	246	-66,088
Capacity Required to Surge	107	171	78	74,663
Excess Capacity	192	-326	246	-66,088
Excess Capacity at 20% Surge	86	-497	168	-140,751
DEFENSE SUPPLY CENTER PHILADELPHIA				
Current Capacity	1,044	891	365	253,699
Current Usage	1,143	1,837	841	803,037
Max Potential Capacity	1,044	891	365	253,699
Capacity Available to Surge	-99	-947	-475	-549,338
Capacity Required to Surge	228	367	168	160,607
Excess Capacity	-99	-947	-475	-549,338
Excess Capacity at 20% Surge	-327	-1,314	-643	-709,945
DEFENSE SUPPLY CENTER RICHMOND				
Current Capacity	758	989	188	437,318
Current Usage	424	681	312	297,679
Max Potential Capacity	758	989	188	437,318
Capacity Available to Surge	334	308	-124	139,639
Capacity Required to Surge	84	136	62	59,535
Excess Capacity	334	308	-124	139,639

Excess Capacity at 20% Surge	250	172	-186	80,104
DETROIT ARSENAL (ILSC)				
Current Capacity	115	363	766	155,216
Current Usage	11	18	8	7,691
Max Potential Capacity	115	363	766	155,216
Capacity Available to Surge	104	345	758	147,525
Capacity Required to Surge	2	3	2	1,538
Excess Capacity	104	345	758	147,525
Excess Capacity at 20% Surge	102	342	756	145,987
FT HUACHUCA (CSLA)				
Current Capacity	3	85	27	37,500
Current Usage	9	14	7	6,296
Max Potential Capacity	3	85	27	37,500
Capacity Available to Surge	-6	71	20	31,204
Capacity Required to Surge	2	3	1	1,260
Excess Capacity	-6	71	20	31,204
Excess Capacity at 20% Surge	-8	68	19	29,944
FT MONMOUTH (CECOM-ICP)				
Current Capacity	90	325	474	520,547
Current Usage	12	20	9	8,783
Max Potential Capacity	90	325	474	520,547
Capacity Available to Surge	78	305	465	511,764
Capacity Required to Surge	3	4	2	1,757
Excess Capacity	78	305	465	511,764
Excess Capacity at 20% Surge	75	301	463	510,007
Hill AFB-NICP				
Current Capacity	252	414	220	162,648
Current Usage	24	38	18	16,726
Max Potential Capacity	252	414	220	162,648
Capacity Available to Surge	228	376	202	145,922
Capacity Required to Surge	5	8	3	3,345
Excess Capacity	228	376	202	145,922
Excess Capacity at 20% Surge	223	368	199	142,577
Lackland AFB-NICP				
Current Capacity	N/A	16	N/A	810
Current Usage	N/A	7	N/A	3,171

Max Potential Capacity	N/A	16	N/A	810
Capacity Available to Surge	N/A	9	N/A	-2,361
Capacity Required to Surge	N/A	2	N/A	634
Excess Capacity	N/A	9	N/A	-2,361
Excess Capacity at 20% Surge	N/A	7	N/A	-2,995
NAVICP_MECH				
Current Capacity	169	282	164	179,354
Current Usage	67	108	49	47,285
Max Potential Capacity	169	282	164	179,354
Capacity Available to Surge	102	174	115	132,069
Capacity Required to Surge	14	22	10	9,457
Excess Capacity	102	174	115	132,069
Excess Capacity at 20% Surge	88	152	105	122,612
NAVICP_PHIL				
Current Capacity	169	330	140	180,180
Current Usage	70	113	52	49,453
Max Potential Capacity	169	330	140	180,180
Capacity Available to Surge	99	217	88	130,727
Capacity R required to Surge	14	23	10	9,890
Excess Capacity	99	217	88	130,727
Excess Capacity at 20% Surge	85	194	78	120,837
REDSTONE ARSENAL (AMCOM-ICP)				
Current Capacity	2	286	588	107,919
Current Usage	9	15	7	6,437
Max Potential Capacity	2	286	588	107,919
Capacity Available to Surge	-7	271	581	101,482
Capacity Required to Surge	2	3	1	1,288
Excess Capacity	-7	271	581	101,482
Excess Capacity at 20% Surge	-9	268	580	100,194
Robins AFB-NICP				
Current Capacity	146	966	124	214,020
Current Usage	117	188	86	82,393
Max Potential Capacity	146	966	124	214,020
Capacity Available to Surge	29	778	38	131,627
Capacity Required to Surge	24	38	17	16,478
Excess Capacity	29	778	38	131,627

Excess Capacity at 20% Surge	5	740	21	115,149
ROCK ISLAND ARSENAL (TACOM-ICP)				
Current Capacity	187	245	410	315,729
Current Usage	247	397	182	173,661
Max Potential Capacity	187	245	410	315,729
Capacity Available to Surge	-60	-153	228	142,068
Capacity Required to Surge	50	79	36	34,733
Excess Capacity	-60	-153	228	142,068
Excess Capacity at 20% Surge	-110	-232	192	107,335
SOLDIER SYSTEM COMMAND (TACOM-ICP)				
Current Capacity	N/A	66	3	81,259
Current Usage	N/A	1	0*	412
Max Potential Capacity	N/A	66	3	81,259
Capacity Available to Surge	N/A	65	3	80,847
Capacity Required to Surge	N/A	0	1	82
Excess Capacity	N/A	65	3	80,847
Excess Capacity at 20% Surge	N/A	65	2	80,765
Tinker AFB-NICP				
Current Capacity	196	817	78	105,088
Current Usage	45	72	33	31,363
Max Potential Capacity	196	817	78	105,088
Capacity Available to Surge	151	745	45	73,725
Capacity Required to Surge	9	14	6	6,272
Excess Capacity	151	745	45	73,725
Excess Capacity at 20% Surge	142	731	39	67,453

N/A – no resources reported for that function

* - In this case the amount of work required of SOLDIER SYSTEM COMMAND (TACOM-ICP) by the capacity model (see S&S JCSG Capacity Report dated November, 29 2004 for a full discussion of the capacity model) was equivalent to 0.43 FTEs, rounded down to 0.

ARMY Overall Capacity Information by Installation

Name of Activity	General Admin Bldg (K SF)
Ft Bliss	
Current Capacity	1,179
Current Usage	722
Max Potential Capacity	1,179

Ft Lewis	
Current Capacity	998
Current Usage	703
Max Potential Capacity	998
Ft Hood	
Current Capacity	977
Current Usage	923
Max Potential Capacity	977
Yuma Proving Ground	
Current Capacity	123
Current Usage	66
Max Potential Capacity	123
Dugway Proving Ground	
Current Capacity	140
Current Usage	150
Max Potential Capacity	140
Ft Carson	
Current Capacity	756
Current Usage	416
Max Potential Capacity	756
Ft Benning	
Current Capacity	529
Current Usage	641
Max Potential Capacity	529
White Sands Missile	
Current Capacity	938
Current Usage	924
Max Potential Capacity	938
Aberdeen Proving Ground	
Current Capacity	2,456
Current Usage	1,855
Max Potential Capacity	2,456
Ft Wainwright	
Current Capacity	202
Current Usage	185
Max Potential Capacity	202
Fort Knox	
Current Capacity	1,210
Current Usage	445
Max Potential Capacity	1,210
Ft Riley	
Current Capacity	579
Current Usage	545
Max Potential Capacity	579
Ft Campbell	

Current Capacity	704
Current Usage	420
Max Potential Capacity	704
Ft Drum	
Current Capacity	433
Current Usage	325
Max Potential Capacity	433
Ft Polk	
Current Capacity	717
Current Usage	561
Max Potential Capacity	717
Ft Irwin	
Current Capacity	348
Current Usage	229
Max Potential Capacity	348
Ft Sill	
Current Capacity	1,106
Current Usage	792
Max Potential Capacity	1,106
Schofield Barracks	
Current Capacity	380
Current Usage	676
Max Potential Capacity	380
Ft Huachuca	
Current Capacity	404
Current Usage	175
Max Potential Capacity	404
Ft AP Hill	
Current Capacity	82
Current Usage	22
Max Potential Capacity	82
Ft Dix	
Current Capacity	276
Current Usage	244
Max Potential Capacity	276
Anniston Army Depot	
Current Capacity	303
Current Usage	315
Max Potential Capacity	303
Ft McCoy	
Current Capacity	355
Current Usage	114
Max Potential Capacity	355
Ft Jackson	
Current Capacity	355

Current Usage	215
Max Potential Capacity	355
McAlester Army Ammo Plant	
Current Capacity	134
Current Usage	106
Max Potential Capacity	134
Ft Rucker	
Current Capacity	613
Current Usage	201
Max Potential Capacity	613
Ft Richardson	
Current Capacity	389
Current Usage	332
Max Potential Capacity	389
Redstone Arsenal	
Current Capacity	2611
Current Usage	2743
Max Potential Capacity	2611
Hawthorne Army Depot	
Current Capacity	117
Current Usage	6
Max Potential Capacity	117
Crane Army Depot	
Current Capacity	61
Current Usage	33
Max Potential Capacity	61
Ft Eustis	
Current Capacity	682
Current Usage	524
Max Potential Capacity	682
Ft Lee	
Current Capacity	619
Current Usage	484
Max Potential Capacity	619
Ft Leonard Wood	
Current Capacity	466
Current Usage	479
Max Potential Capacity	466
Ft Gordon	
Current Capacity	521
Current Usage	462
Max Potential Capacity	521
Tobyhanna Army Depot	
Current Capacity	317
Current Usage	318

Max Potential Capacity	317
Ft Belvoir	
Current Capacity	1,885
Current Usage	1,800
Max Potential Capacity	1,885
Letterkenny Army Depot	
Current Capacity	268
Current Usage	281
Max Potential Capacity	268
Red River Army Depot	
Current Capacity	143
Current Usage	180
Max Potential Capacity	143
Toole Army Depot	
Current Capacity	82
Current Usage	129
Max Potential Capacity	82
Sierra Army Depot	
Current Capacity	127
Current Usage	32
Max Potential Capacity	127
Ft Sam Houston	
Current Capacity	1,710
Current Usage	926
Max Potential Capacity	1,710
Deseret Chem Plant	
Current Capacity	341
Current Usage	13
Max Potential Capacity	341
Bluegrass Army Depot	
Current Capacity	83
Current Usage	99
Max Potential Capacity	83
Walter Reed Army Med Center	
Current Capacity	466
Current Usage	366
Max Potential Capacity	466
Picatinny Arsenal	
Current Capacity	867
Current Usage	639
Max Potential Capacity	867
Watervliet Arsenal	
Current Capacity	101
Current Usage	99
Max Potential Capacity	101

Ft Meade	
Current Capacity	954
Current Usage	980
Max Potential Capacity	954
Ft Monmouth	
Current Capacity	240
Current Usage	0
Max Potential Capacity	240
Ft McPherson	
Current Capacity	1064
Current Usage	1055
Max Potential Capacity	1064
Ft Gillen	
Current Capacity	423
Current Usage	423
Max Potential Capacity	423
Rock Island Arsenal	
Current Capacity	1,573
Current Usage	1,026
Max Potential Capacity	1,573
MOT Sunny Point	
Current Capacity	41
Current Usage	41
Max Potential Capacity	41
Pueblo Chem Depot	
Current Capacity	242
Current Usage	13
Max Potential Capacity	242
Ft Detrick	
Current Capacity	353
Current Usage	439
Max Potential Capacity	353
Soldier Support Center	
Current Capacity	241
Current Usage	267
Max Potential Capacity	241
Charles Kelley Supt	
Current Capacity	45
Current Usage	10
Max Potential Capacity	45
Milan Army Ammo Plant	
Current Capacity	63
Current Usage	2
Max Potential Capacity	63
Mississippi Army Ammo	

Current Capacity	211
Current Usage	0
Max Potential Capacity	211
West Point	
Current Capacity	905
Current Usage	157
Max Potential Capacity	905
Pine Buff Arsenal	
Current Capacity	246
Current Usage	92
Max Potential Capacity	246
Ft Leavenworth	
Current Capacity	548
Current Usage	580
Max Potential Capacity	548
Ft Mc Nair	
Current Capacity	218
Current Usage	167
Max Potential Capacity	218
Newport Chem Depot	
Current Capacity	43
Current Usage	6
Max Potential Capacity	43
Ft Myer	
Current Capacity	183
Current Usage	54
Max Potential Capacity	183
Ft Monroe	
Current Capacity	560
Current Usage	295
Max Potential Capacity	560
Kansas Army Depot	
Current Capacity	86
Current Usage	1
Max Potential Capacity	1
Lake City Army Depot	
Current Capacity	173
Current Usage	2
Max Potential Capacity	173
Iowa Army Ammo Depot	
Current Capacity	99
Current Usage	3
Max Potential Capacity	99
Lone Star Army Ammo Plant	
Current Capacity	115

Current Usage	1
Max Potential Capacity	115
Adelphi Labs	
Current Capacity	248
Current Usage	248
Max Potential Capacity	248
Ft Hamilton	
Current Capacity	177
Current Usage	152
Max Potential Capacity	177
Detroit Arsenal	
Current Capacity	619
Current Usage	628
Max Potential Capacity	619
Carlisle	
Current Capacity	135
Current Usage	183
Max Potential Capacity	135
Corpus Christi Army Depot Activity	
Current Capacity	238
Current Usage	217
Max Potential Capacity	238
Lima Tank Plant	
Current Capacity	115
Current Usage	6
Max Potential Capacity	115
Scranton Army Ammo Plant	
Current Capacity	33
Current Usage	1
Max Potential Capacity	32
USAG Selfridge	
Current Capacity	61
Current Usage	48
Max Potential Capacity	61
Radford Army Ammo Plant	
Current Capacity	193
Current Usage	14
Max Potential Capacity	193
Ft Shafter	
Current Capacity	484
Current Usage	577
Max Potential Capacity	484
Ft Buchanan	
Current Capacity	244
Current Usage	308

Max Potential Capacity	244
Holston Army Ammo Plant	
Current Capacity	151
Current Usage	3
Max Potential Capacity	151
Presidio of Monterey	
Current Capacity	180
Current Usage	67
Max Potential Capacity	180
Umatilla Chem Depot	
Current Capacity	51
Current Usage	31
Max Potential Capacity	51
Hunter Army Airfield	
Current Capacity	63
Current Usage	70
Max Potential Capacity	63
Louisiana AAP	
Current Capacity	113
Current Usage	0
Max Potential Capacity	113
Ft Stewart	
Current Capacity	460
Current Usage	410
Max Potential Capacity	460
Ft Story	
Current Capacity	71
Current Usage	21
Max Potential Capacity	71
Ft Bragg	
Current Capacity	1,806
Current Usage	2,569
Max Potential Capacity	1,806

V. Appendices

a. Final Capacity Report

See attached

b. Final Military Value Report

See attached

c. Acronyms

AAO	Approved Acquisition Objective
AC	Active Component
ADP	Automated Data Process
AFB	Air Force Base
ALC	Air Logistics Center
AMCOM	Aviation and Missile Command
ASAP	As Soon as Possible
BGen	Brigadier General
BRAC	Base Realignment and Closure
BSM	Business System Modernization
C2	Command and Control
CCP	Consolidation and Coordination Point
CECOM	Communications and Electronics Command
CFR	Code of Federal Regulations
CIT	Consumable Item Transfer
CNA	Center of Naval Analysis
COBRA	Cost of Base Realignment Analysis
CoC	Council of Colonels
COMSEC	Communications Security
CONUS	Continental United States
CPSG	Cryptological Product Support Group
CR	Candidate Recommendation
CRM	Customer Relationship Management
CWT	Customer Wait Time
DAS	Deputy Assistant Secretaries
DD	Distribution Depot
DDD	Defense Distribution Depot
DLA	Defense Logistics Agency
DLIS	Defense Logistics Information Service
DLR	Depot Level Repairable
DMRD	Defense Management Review Decision
DoD	Department of Defense
DoDAAC	Department of Defense Activity Access Code
DONBITS	Department of the Navy BRAC Information Transfer System
DRMO	Defense Reutilization Management Office
DSC	Defense Supply Center
DTCI	Defense Transportation Coordination Initiative
ERP	Enterprise Resource Planning
FDP	Forward Distribution Point
FSMP	Full Service Management Program
FSP	Force Structure Plan
FTE	Full Time Equivalent
GAO	General Accounting Office
GPW	General Purpose Warehouse

GSA	General Services Administration
HHG	Household Goods
HQ	Headquarters
IAW	In Accordance With
ICP	Inventory Control Point
ICP	Internal Control Plan
IEC	Infrastructure Executive Council
IG	Inspector General
IMM	Integrated Materiel Management
IND	Industrial
ISG	Infrastructure Steering Group
IVT	Installations Visualization Tool
JCSG	Joint Cross-Service Group
LMI	LMI, Inc.
MCB	Marine Corps Base
MCLB	Marine Corps Logistics Base
MID	Management Initiative Decision
MilCon	Military Construction
MilDep	Military Department
MilSpec	Military Specification
MilVal	Military Value
MTMC	Military Traffic Management Command
NAS	Naval Air Station
NAVICP	Navy Inventory Control Point
NCR	National Capital Region
NEPA	National Environmental Policy Act
NICP	National Inventory Control Point
NLT	No Later Than
NPV	Net Present Value
NSTR	Nothing Significant to Report
OCONUS	Outside the Continental United States
ODIN	Operational Digital Network
ODS	Ozone Depleting Substance
OEM	Original Equipment Manufacturer
OGC	Office of General Counsel
OGE	Out of Ground Effect
OSD	Office of Secretary of Defense
PBA	Performance Base Agreement
PBD	Program Budget Decision
PBL	Performance Based Logistics
PEI	Principal End Item
PICA	Primary Inventory Control Activity
PM	Program Manager
POAM	Plan of Actions and Milestone
POL	Petroleum, Oil and Lubricants
POM	Program Objective Memorandum

POTUS	President of the United States
RADM	Rear Admiral
RC	Reserve Component
RFC	Request for Clarification
RIMM	Regional Inventory Materiel Management
ROE	Rules of Engagement
S&S	Supply and Storage
S&S JCSG	Supply and Storage Joint Cross-Service Group
SDC	Scenario Data Call
SDP	Strategic Distribution Platform
SES	Senior Executive Service
SF	Standard Form
SOP	Standard Operating Procedure
SSEI	Summary of Scenario Environmental Impact
STT	Scenario Tracking Tool
TACOM	Tactical Command
TBD	To Be Determined
TMDE	Test Measurement and Diagnostic Equipment
TO	Transformational Option
TRANSCOM	Transportation Command
USA	United States Army
USAF	United States Air Force
USC	United States Code
USMC	United States Marine Corps
USN	United States Navy
VADM	Vice Admiral
WIDGET	Web-Base Installation Data Gathering and Entry Tool
WMS	Warehouse Management System

d. Glossary

Above Installation Activities - Those supply and storage Activities that procure, hold and manage materiel not specific to individual operating units. These Activities typically manage inventory, held for sale, redistribution or production and are generally considered “wholesale” in nature. National level Inventory Control Points (ICPs) are included in this category (also see “Supply and Storage Activities”).

Average Number of Receipts Processed Per Person - The average number of receipts processed per person is defined as the number of receipts processed over the time period given divided by the number of personnel working in the receiving section over that same time period.

Active Inventory - Materiel which is expected to be consumed within the budget year (2 years) and materiel that has been purchased to meet specific war reserve requirements.

Approved Acquisition Objective (AAO) - The quantity of an item authorized for peacetime and wartime requirements to equip and sustain U.S. and Allied Forces, in accordance with current DoD policies and plans. This quantity shall be sufficient to support other U.S. Government Agencies, as appropriate.

Base Closure Law - The provisions of Title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Pub. L. 100-526, 102 Stat. 2623, 10 U.S.C. S 2687 note), or the Defense Base Closure and Realignment Act of 1990 (Pub. L. 100-526, Part A of Title XXIX of 104 Stat. 1808, 10 U.S.C. S 2687 note).

Base Realignment and Closure (BRAC) - It is the process DoD has previously used to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. DoD anticipates that BRAC 2005 will build upon processes used in previous BRAC efforts.

Capital Expenditure - Capital expenditure is defined as expenditures, in excess of \$250,000 (excluding O&M funds), for IT equipment, technology, software and infrastructure.

Closure - All missions of the installation have ceased or have been relocated. All personnel positions (military, civilian and contractor) have either been eliminated or relocated, except for personnel required for caretaking, conducting any ongoing environmental cleanup, and disposal of the base, or personnel remaining in authorized enclaves.

Commodity Type(s) - Listed are the 16 commodity types to be used in the “C-Factor:”

1. Armaments: Self Propelled and Towed Artillery Systems, Howitzers, Cannons, Deck and Aerial Gun Systems, Mortars and Launchers, Individual and crew-served Weapons, Major Assemblies and Repair Parts

2. Aviation: Fixed Wing Aircraft, Rotary Wing Aircraft, Aircraft Ground Support Equipment, Airframe Structural Components, Propellers and Rotor Blades, Aircraft Engines, Drive Mechanisms and Components, Unmanned Aerial Vehicles, Air Traffic Control Systems,

Launching Equipment, Hydraulic, Electrical, Cooling and Pressurizing System Equipment, Aviation Major Assemblies and Repair Parts

3. Chemical & Biological: Chemical and Biological Defense Equipment, Alarms, Monitors and Detectors, Protective Masks, Filters and Components, Decontamination Equipment, Protective Shelters, Smoke Generation Equipment, Chemical Agent Stocks

4. Combat Vehicles: Tracked and Wheeled Combat Vehicles, Armored Personnel carriers, Tanks, Combat Engineer Vehicles, Light and Heavy Armored Recovery Vehicles, Combat vehicle Major Assemblies and Repair Parts

5. Communications Electronics: Fire Control Systems, Avionics, Radar Systems, Computer Systems, Telecommunications Systems, Tactical and Strategic Communications, Radio, Telephone and Telegraph Equipment, Movie and Television Equipment, Electronic Navigation Systems, Night Vision Equipment, Antennas and Waveguides, Electrical Assemblies, Boards and Cards, Fiber Optic Systems and Components, Batteries, Electrical Motors, Lighting Equipment, COMSEC Equipment, Communications-Electronics Major Assemblies and Repair Parts

6. Construction Equipment: Front End Loaders, Graders, Dozers, Cranes, Scrapers, Backhoes, Rollers, Engines and components, Attachments and Ancillary Equipment, Major Assemblies and Repair Parts

7. Conventional Ordnance: Large and Small Caliber Ammunition, Explosives, Pyrotechnics, Warheads, Mines, Grenades, Projectiles, Bombs

8. Fuels/POL: Bulk and Packaged Class III Items, Diesel, MOGAS, F76, JP8, JP5, Lube Oils, Fuel Oils, Compressed Natural Gas, Greases, Hydraulic Fluids, Brake Fluids

9. Ground Vehicles: Tactical and Non-Tactical Wheeled Vehicles, Trucks of all sizes and types...fuel, cargo, flatbed, dump, etc., Trailers, Motorcycles, Engines, Transmissions and rear ends, Other Assemblies and Repair Parts

10. Medical: Drugs and Pharmaceuticals, Medical Equipment (Laboratory and Surgical), Medical Supplies, Dental Equipment and Supplies, Veterinary Equipment and Supplies, Field Medical Equipment

11. Nuclear Subsafe: Nuclear Propulsion Systems, Nuclear Propulsion System Components

12. Ships, Vessels and Watercraft: Surface Ships and Vessels of All Classes (Combatant and Non-Combatant), Submarines and Underwater Ships and Vessels, Harbor Craft, Landing Craft, Tugs and Barges, Air Cushion Vehicles, Ship and Boat Propulsion Systems, Marine Hardware and Hull Items, Miscellaneous Ship Marine Equipment, Diving Equipment, Ship, Vessel and Watercraft Major Assemblies and Repair Parts

13. Space & Missiles: Rockets, Guided and Unguided Missiles, Missile Remote Control Systems, Launchers, Motors and Guidance Systems, Gantries and Launch Platforms, Space Vehicles, Test and Diagnostic Equipment, Rocket and Missile Major Assemblies and Repair Parts

14. Subsistence: Meals Ready-To-Eat, Tray Packs, Food and Water

15. Troop Support Equipment: Individual Clothing and Equipment, Organizational Clothing and Equipment, Textiles, Tentage, Power Generation Equipment, Heating Equipment

16. Other: Any Other Categories of Equipment Not Listed Above.

Commission - The Commission established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended.

Community Preference - Section 2914(b)(2) of BRAC requires the Secretary of Defense to consider any notice received from a local government in the vicinity of a military installation that the government would approve of the closure or realignment of the installation.

Consumable Items - Items which are expendable. They are either not repairable or are not economically repairable. These items will be classified as Class I, II, III, IV, VIII and IX.

Contingency Retention Stock - That portion of the quantity of an item greater than the AAO and economic retention stock for which there is no predictable demand or quantifiable requirement, and that normally would be allocated as Potential Reutilization/Disposal Stock except for a determination that the quantity will be retained for specific contingencies.

Contracting Functions - Contracting functions are defined to include description (but not determination; hence not item management) of supplies and services required, selection and solicitation of sources, preparation and awarding of contracts, and all phases of contract administration.

Cost of Base Realignment Actions (COBRA) - Is an analytical tool used to calculate the costs, savings, and return on investment, of proposed realignment and closure actions.

Current Capacity - Total resources currently available to meet an activity's requirements. For their functions computed as:

- Supply. Sum of available resources (labor and workspace).
- Storage. Sum of available cubic footage available for each covered storage category, square footage for open storage, and barrels of POL for wet tank storage.
- Distribution: Sum of available loading bays at strategic distribution depots.

Current Usage - Minimum number of resources required to meet an activity's requirements. For each function computed as:

- Supply. Minimum number of resources (labor and workspace) needed to produce the required number of standard products in each supply labor category. (Utilization of standard product and resource productivity rates)
- Storage: Sum of utilized cubic footage for each covered storage category, square footage utilized for open storage and barrels of POL for wet tank storage.
- Distribution. Utilized loading bays at strategic distribution depots.

Data Certification - Section 2903 (c)(5) of BRAC requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the secretary of Defense or the 2005 Commission concerning the realignment or closure of a military installation is accurate and complete.

Demand - Demand is defined as a valid requirement for material placed on the supply system by an authorized customer. Demand is categorized as recurring or nonrecurring and is measured in terms of frequency and quantity. Demands are defined as line items, not quantity ordered.

For example:

How to compute Number of Demands Received:

NSN 1234-01-567-8900
One customer order for 10 each
Second customer order for 1 each
Third customer order for 3 each

NSN 1111-01-222-3456
One customer order for 3 each
Second customer order for 4 each
If this were the entire universe of stock numbers managed by the Supply and Storage Activity, the Number of Demands Received equals 5.

Depot Level Repairable - See Repairables.

Distribution Nodes - Distribution nodes may be: air, rail, ground, water or pipeline. An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, C-141 or equivalent. The water node is defined as a port providing access to major waterways and having containerized cargo capability. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL. A ground node is simply an area designed to load and unload tractor trailer trucks.

Economic Retention Stock - That portion of the quantity of an item greater than the AAO determined to be more economical to retain for future peacetime issues than to dispose and satisfy projected future requirements through new procurement and/or repair. To warrant economic retention, items must have a reasonably predictable demand rate.

End Items - Items of such importance to the operating readiness of operating units that they are subject to continuing centralized, individual item management and asset control throughout all command and support echelons. End items are generally high unit costs which receive premium and comprehensive supply management attention, both in the supply system and in all command echelons within the Military Service. These items would be coded at Class VII major end items.

Excess - Materiel that has completed reutilization screening within the DoD and is not required for the needs and the discharge of responsibilities on any DoD activity.

Excess Capacity - Difference between current capacity and current usage plus surge.

Force Structure - Numbers, size and composition of the units that comprise US defense forces; e.g., divisions, ships, air wings, aircraft, tanks, etc.

Full-Time Equivalents (FTEs) - Full-time equivalents are used as the basis to define personnel at the installation and it is based on 2080 manhours of work. That is, a person at the installation may be greater than one FTE if a large amount of overtime was performed in the year or less than one FTE if the person worked part-time. FTEs include direct and indirect labor.

Individual Retrieval - An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items.

Infrastructure Executive Council (IEC) - One of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The Infrastructure Executive Council, chaired by the Deputy Secretary of Defense, and composed of the Secretaries of the Military Departments and their Chiefs of Services, the Chairman of the Joint Chiefs of Staff and Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), is the policy making and oversight body for the entire BRAC 2005 process.

Infrastructure Steering Group (ISG) - The subordinate of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The Infrastructure Steering Group, chaired by the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department Assistant Secretaries for installations and environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)), will oversee Joint Cross-Service analyses of common business-oriented functions and ensure the integration of that process with the Military Department and Defense Agency specific analyses of all other functions.

Intransit Assets - Materiel that is between storage locations, either wholesale or retail or materiel shipped from vendors after acceptance by the government but not included in the records wholesale inventory used in the stratification process.

Inactive Inventory - Materiel that is not expected to be consumed within the budget period but is likely to be utilized in future years.

Installation and Below Activities - Those supply and storage Activities that support organizational level needs for supplies and materiel. Customer organizations of these Activities are typically specific ships, squadrons, wings, battalions and repair shops. These Activities are generally considered “retail” activities (also see “Supply and Storage Activities”).

Inventory Accuracy - Inventory accuracy is defined as the total number of individual warehouse storage locations inventoried having the correct on-hand balance, expressed as a percentage.

Inventory Control - Inventory control (DoD, NATO) is defined as that phase of military logistics which includes managing, cataloging, requirements determinations, procurement, distribution, overhaul, and disposal of materiel. Also called inventory management; materiel control; materiel management; supply management.

Inventory Management - Inventory management is defined to include the management, cataloging, requirements determination, procurement, and determination of overhaul, stock distribution and disposal requirements.

Inventory Turnover Rate - Inventory turnover rate is defined as the dollar value of annual sales (or issues) divided by the dollar value of the inventory level. Inventory level is further defined as the average of the beginning and ending inventory levels for each time period not including those portions of inventory levels with retention policies in support of war reserve requirements and those items mandated for retention by Service/Agency policies. Do not consider direct vendor deliveries on either side of the equation (sales or inventory levels).

Issue Process - Issue process begins with receipt of a material release order (MRO) and ends when material is offered to transportation for distribution to customers. The process includes picking or pulling material from storage or directly from transportation; inspection; cleaning; preserving; packaging; palletizing; preparation for shipment; preparation of any required documentation; and data entry. For supply and storage activities at the "installation" level, the issue process may end when material is placed in customer bins for pickup or handed directly to a customer when the storage facility is co-located with the customer, instead of when it is offered to transportation.

Maximum Potential Capacity - For purposes of S&S Capacity considered unbounded. For each function the most significant limiting factor on capacity is the number of resources available. In the case of supply, an activity may hire additional resources as required to accommodate increased supply demands. For storage resources can be arbitrarily increased to meet increased storage requirements through buying, leasing or building additional storage facilities. There are no limitations to distribution capacity that may not be remedied by the acquisition or use of additional resources (e.g., buying/leasing more trucks, utilizing additional airports or ports, running more trains, etc.)

Military Departments - The Military Departments are the Department of the Army, Department of the Navy, which includes the Marine Corps, and Department of the Air Force.

Military Installation - A base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

National Environmental Policy Act (NEPA) Analysis - An analysis conducted to evaluate an installation's disposal decisions in terms of the environmental impact. The NEPA analysis is useful to the community's planning efforts and the installation's property disposal decisions. It is used to support DoD decisions on transferring property for community reuse.

Nonstocked Item (DoD) - A nonstocked item is defined as an item that does not meet the stockage criteria for a given activity, and therefore is not stocked at the particular activity.

Number of Issues Processed Per Person - The number of issues processed per person is defined as the number of issues processed over the time period given divided by the number of personnel performing issuing functions. In determining number of personnel performing issuing functions, include the total of all Government civilian, military and support contractor personnel

assigned to perform issuing tasks. Express the number of personnel as full-time equivalents (FTEs).

Open Contracts - Open contracts are those that are not physically complete or not eligible for close-out procedures for any portion of each fiscal year. Include purchase orders and delivery orders in the total number of contracts.

Permanent Covered Storage - Permanent covered storage space includes permanent Government-owned facilities and excludes transitory, temporary and commercially leased facilities. Covered storage space includes general purpose warehouses, controlled humidity warehouses, refrigerated (freeze & chill) storage space, flammable/hazardous storage spaces, sheds, magazines and spaces for classified materials and materials requiring special controls. For bulk fuel Activities, provide the total gallons of wet tank storage space instead of net cubic feet of covered storage space.

Potential Reutilization and/or Disposal Materiel - Component materiel identified by an item manager for possible disposal but with potential for reutilization; or (2) materiel that has the potential for being sent by an item manager to the Defense Reutilization and Marketing Service for; (a) possible reutilization by another DoD Component or by a Federal, State, or local government agency; or for disposal through sale to the public.

Potential Security Assistance Materiel - Materiel that supports weapon systems phased out, or in the process of being phased out, of use by the Department of Defense but temporarily held for programs authorized by the "Foreign Assistance Act of 1961," as amended (40 USC.512(a)), and the "Arms Export Control Act of 1976," as amended (DoD 4160.21-M-1), or other related statutes by which Department of Defense provides materiel by grant, credit, or cash sales in furtherance of National policies and objectives. It is a memo entry subset of Contingency Retention Stock.

Primary Inventory Control Activity (PICA) - PICA is defined as a code indicating the principal supply control activity responsible for establishing and controlling stockage objectives, and for maintaining item accountability for an item of supply.

Principal Item - An end item or a replacement assembly of such importance to operational readiness that management techniques require centralized individual item management throughout the supply system to include items stocked at depot level, base level, and using unit level.

Realignment - Includes any action that both reduces and relocates functions and civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.
Redevelopment authority In the case of an installation to be closed or realigned under the BRAC authority, the term "redevelopment authority" means an entity (including an entity established by a State or local government) recognized by the Secretary of Defense as the entity responsible for developing the redevelopment plan with respect to the installation or for directing the implementation of such plan.

Receipt Processing Time - Receipt processing time is the elapsed time from turnover of materiel from a carrier until the on-hand balance of the accountable stock record file, or the in-process receipt file is updated to reflect the received materiel as an asset in storage, or the materiel is issued directly from receiving to a customer. For bulk fuels, receipt processing time is the elapsed time from the termination of the product receipt until the on-hand balance of the accountable stock record file is updated.

Redevelopment Plan - In the case of an installation to be closed or realigned under the BRAC authority, the term “redevelopment plan” means a plan that (A) is agreed to by the local redevelopment authority with respect to the installation; and (B) provides for the reuse or redevelopment of the real property and personal property of the installation that is available for such reuse and redevelopment as a result of the closure or realignment of the installation.

Reparables - Items that are designed for repair at depot level or that are designated for repair below depot level. If repair cannot be accomplished below depot level, the unserviceable carcasses will either be forwarded to a depot for repair or condemnation or reported to the inventory control point (ICP) for disposition. These items will be classified as Class IX.

Secondary Item - An item that is not defined as a principal item and includes repairable components, subsystems, and assemblies, consumable repair parts, bulk items and material, subsistence, and expendable end items, including clothing and other personal gear.

Secretary of Defense Transformation - According to the Department’s April 2003 Transformation Planning Guidance document, transformation is “a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world.”

Stocked Items - Stocked items are defined as authorized stockage levels. For Navy, stocked items are carried, and non-stocked items are not-carried. For all, demands are defined as line items, not quantity ordered.

For example:

How to compute Number of Demands Received:

NSN 1234-01-567-8900

One customer order for 10 each

Second customer order for 1 each

Third customer order for 3 each

NSN 1111-01-222-3456

One customer order for 3 each

Second customer order for 4 each

If this were the entire universe of stock numbers managed by the Supply and Storage Activity, the Number of Demands Received equals 5.

Supply and Storage Activities - Supply and storage Activities are those separate units, organizations and activities that have as their primary mission, the provision of supply and/or storage services in support of customer organizations. These services include receiving, storing, issuing and distributing supplies and materiel. The services also include materiel management, stock control, materiel acquisition, disposal and reutilization. Supply and storage Activities are further categorized as shown below:

Above Installation Activities: Those supply and storage Activities that procure, hold and manage materiel not specific to individual operating units. These Activities typically manage inventory, which is held for sale, redistribution or production and are generally considered “wholesale” in nature. National level Inventory Control Points (ICPs) are included in this category.

Installation and Below Activities: Those supply and storage Activities that support organizational level needs for supplies and materiel. Customer organizations of these Activities are typically specific ships, squadrons, wings, battalions and repair shops. These Activities are generally considered “retail” activities.

Surge - No DoD surge requirement was available or provided for the Group to factor into the capacity analysis. Despite this fact the Group felt that surge was an important factor in providing a sensitivity analysis as a means of mitigating risk that may arise from increasing requirements on systems with no additional infusion of resources. The Group believes this requirement-based definition of surge was more useful in determining true excess capacity than arbitrarily changing current usage resource levels to unsustainable levels.

Tons of Material Shipped Per Person - The tons of material shipped per person is defined as the total tons of material shipped over the time period divided by the number of personnel performing shipping functions over the same time period. In determining number of personnel performing shipping functions, include the total of all Government civilian, military and support contractor personnel. Express the number of personnel as full-time equivalents (FTEs).

United States - The 50 states, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other territory or possession of the United States.

War Reserve Materiel - Mission essential secondary items; principal and end items computed as part of the acquisition process; and munitions authorized for sustainability planning in Secretary of Defense Planning Guidance. In the SSIR, secondary items classified as War Reserve Materiel are shown as a memo entry subset of the Approved Acquisition Objective.

Warehouse Location Accuracy Rate - Warehouse location accuracy rate shows the ratio of correct warehouse locations vs. the total number of warehouse locations surveyed.

Warehousing - Warehouse Management operations require bringing together the proper mix of equipment, space, people, practices, technology, and performance measures to create the lowest-cost solution that meets or exceeds service requirements and customer expectations. The Warehouse Management activity includes but is not limited to the following topics: Flexible

Warehouse Design, Warehouse Management System (WMS), Storage, Handling/Movement, Equipment.

Supply and Storage Joint Cross-Service Group



FINAL CAPACITY ANALYSIS REPORT

To the

INFRASTRUCTURE STEERING GROUP

April 21, 2005



DEFENSE LOGISTICS AGENCY

HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

April 21, 2005

MEMORANDUM FOR THE UNDERSECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY, AND LOGISTICS), CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Supply and Storage JCSG Final Capacity Analysis Report

Your memorandum of May 14, 2004 directed the Supply & Storage JCSG to submit an interim report to the Infrastructure Steering Group (ISG) on the status of our capacity analysis. That initial report was submitted June 1, 2004. A final updated report is attached per your guidance.

Capacity data calculations provided in this report are based on the final master database update of April 20, 2005.

A handwritten signature in black ink, appearing to read "K. Lippert".

KEITH W. LIPPERT
Vice Admiral, SC, USN
Chairman, Supply and Storage,
Joint Cross-Service Group

Attachment

Final Capacity Analysis Report dated April 21, 2005

Draft Deliberate Document - For Discussion Purposes Only

Do Not Release Under FOIA

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SECTION 1: INTRODUCTION

Recap of Approved Functions

The core functions of the S&S JCSG are supply, storage, and distribution. The Group has no refinements to these functions.

Overall Capacity Analysis and Result Summary

Summary

The Group analyzed individual activity infrastructure by examining the productivity of key resource inputs, e.g. labor (man-hours) and actual space (office, warehouse, etc.). The Group assumes that a low rate of productivity for key resource inputs indicates either inefficient use of resources and/or excess resource capacities. The Group's capacity methodology uses a standard product and standard resource productivity rates to determine an activity's excess capacity in the Supply function. This is a common commercial industry analytical practice used to account for differences among activities that produce multiple products utilizing multiple resources. This standard-product approach mitigates many of the confounding factors that stem from differences in product mix among S&S activities. These factors would otherwise distort eventual activity-to-activity comparisons in support of BRAC infrastructure decisions. Additional detail on our standard-product approach and the resource mix that comprises the individual product is provided in Appendix A. In the Storage and Distribution functions the Group's methodology is simpler in approach. For storage, actual reported amounts of cubic and square footage of storage space are used to determine capacity. Storage resources are grouped into four (4) like categories representing regular and special covered storage; open storage and liquid storage for petroleum, oil and lubricant (POL) products. For distribution, available loading bays are compared to loading bays actually utilized by each strategic distribution depot to arrive at an excess determination.

In developing the capacity methodology the Group believed that the most important attribute was that it directly supported optimization modeling. It was also important that the methodology satisfy the Infrastructure Steering Group tasking that by-activity capacity figures are provided to determine an excess capacity total. These two factors were not necessarily mutually supporting which made our methodology development effort more challenging. Early on in capacity planning the Group sought guidance as to definitions of key capacity terminology (i.e.

maximum potential capacity, current capacity, current usage, excess capacity and surge). Information provided from the OSD BRAC Office was that capacity terminology was to be defined by the individual JCSG in order to best present (their) functional activity analysis. These definitions have been discussed and approved by OSD BRAC representatives. Overall *Capacity* for the S&S JCSG is defined in terms of resources. The Group's individual capacity definitions are as follows:

- Current Capacity. Total resources currently available to meet an activity's requirements. For their functions computed as:
 - Supply. Sum of available resources (labor and workspace).
 - Storage. Sum of available cubic footage available for each covered storage category, square footage for open storage, and barrels of POL for wet tank storage.
 - Distribution: Maximum available loading bays for each strategic distribution depot.
- Current Usage. Minimum number of resources required to meet an activity's requirements. For each function computed as:
 - Supply. Minimum number of resources (labor and workspace) needed to produce the required number of standard products in each supply labor category. (Utilization of standard product and resource productivity rates)
 - Storage: Sum of utilized cubic footage for each covered storage category, square footage utilized for open storage and barrels of POL for wet tank storage.
 - Distribution. Utilized loading bays for each strategic distribution depot.
- Excess Capacity. Difference between current capacity and current usage plus surge.
- Maximum Potential Capacity. For purposes of S&S Capacity considered unbounded. For each function the most significant limiting factor on capacity is the number of resources available. In the case of supply, an activity may hire additional resources or increase economic order quantities as required to accommodate increased supply demands. For storage resources can be arbitrarily increased to meet increased storage requirements through buying, leasing or building additional storage facilities. There are no limitations to distribution capacity that may not be remedied by the acquisition or use of additional resources (e.g. buying/leasing more trucks, utilizing additional airports or ports, running more trains, etc.)
- Surge. No DoD surge requirement was available or provided for the Group to factor into the capacity analysis. Despite this fact the Group felt that surge was an important factor in providing a sensitivity analysis as a means of mitigating risk that may arise

from increasing requirements on systems with no additional infusion of resources. The Group believes this requirement-based definition of surge was more useful in determining true excess capacity than arbitrarily changing current usage resource levels to unsustainable levels. Surge, as it relates to each of the three functions is discussed in Appendix A.

Attributes and Metrics. Initial attributes and metrics for all S&S functions were identified in the Group’s September 2003 capacity report. As indicated in that report these were subject to revision and refinement as BRAC models were developed and the JCSG gained a better understanding of the overall BRAC Process including optimization methodology. Our capacity methodology is consistent with and supports key attributes and metrics from that listing. Selected attributes and metrics are listed below;

Function	Attributes	Metric
Supply	Scope of Effort	<ul style="list-style-type: none"> • Number and dollar value of items managed • Number of requisitions processed • Dollar value of sales • Number and value of contracts
	Manpower	<ul style="list-style-type: none"> • Volume • Number of supply personnel • Number of acquisition personnel
Distribution	Mode	Average tons per day
Storage	Size	<ul style="list-style-type: none"> • Attainable cubic feet • Bbls/sq ft • Usable space vs. used space • Average number and dollar value of inventory
	Throughput	Max number stocked at surge Receipt/Issue Capability (GPM, line items received/issued)
	Level of Effort	Manpower

SECTION 2: FUNCTIONAL ORGANIZATION OF THE CAPACITY ANALYSIS

The S&S JCSG approaches capacity analysis in a highly centralized manner. The commodity-focused subgroup structure reported in the original Capacity Analysis Report of September 2003 was replaced by a centralized functional organization. Those core functions being supply, storage and distribution. This change was made to ensure commonality across the individual Services and Defense Logistics Agency for gathering and analyzing data and for eventual scenario development and analysis. This functional organization has been presented in each report submitted to the ISG since the September 2003 capacity report and has proven to be a more efficient use of JCSG resources. Within the current Group organization, each work-stream has a lead action officer and the appropriate number of subject matter experts assigned representing the individual Services and DLA.

SECTION 3: IDENTIFICATION OF ACTIVITY INVENTORY

Appendix B identifies the inventory of activities under review by the S&S JCSG. These activities perform at least one of the Group's three assigned functions. These activities satisfy definitions for determining "what constitutes an S&S activity" identified in both the September 27, 2003 Capacity Analysis Report, the Data Call #1 BRAC Library and Military Value reports submitted in February, March and on 11 June 2004. Other deployable activities that are often deemed "follower activities" may perform some portion of a function; however, because these activities are not primarily S&S activities, they were not targeted in either capacity or military analysis.

SECTION 4: PROVIDE THE CAPACITIES FOR ASSIGNED FUNCTIONS

The Group's capacity analysis approach is discussed in Appendix A. Calculations required in support of determination of capacity totals for current capacity, current usage, and the impact of surge on these requirements are also included in Appendix A.

SECTION 5: IDENTIFY THE EXCESS THROUGHPUT CAPACITY

Appendices C through E provide capacity information for Inventory Control Points, Defense Distribution Depots, and Defense Reutilization Offices activities respectively. Each appendix provides an example of an activity within that grouping to display computation of the standard product and standard productivity rates for the Supply function. Following the example is a table with capacity calculations for all individual activities within that grouping.

APPENDIX A: CAPACITY ANALYSIS METHODOLOGY

Overview

The Group analyzed individual activity infrastructure by examining the productivity of key resource inputs, e.g. labor (man-hours) and actual space (office, warehouse, etc.). Productivity in this case can be defined as the rate of production of work products per unit of resource. For example the number of contracts produced per contracting personnel, or the number of contracts produced per square foot of contracting workspace. The Group assumes that a low rate of productivity for key resource inputs indicates either inefficient use of resources and/or excess resource capacities.

For the Supply function the Group's capacity methodology uses a standard product and standard resource productivity rates to determine an activity's excess capacity. This is a common commercial industry analytical practice used to account for differences among activities that produce multiple products utilizing multiple resources. This standard-product approach mitigates many of the confounding factors that stem from differences in product mix among Supply and Storage activities. These factors would otherwise distort eventual activity-to-activity comparisons in support of BRAC infrastructure decisions. Additional detail on our standard-product approach and the resource mix that comprises the individual product is provided later in this Appendix.

In the Storage and Distribution functions the Group's methodology is simpler in approach. For storage, actual reported amounts of cubic and square footage of storage space are used to determine capacity. Storage resources are grouped into four (4) like categories representing regular and special covered storage, open storage and liquid storage for petroleum, oil and lubricant (POL) products. For distribution, current available loading bays at strategic distribution depots is compared to loading bays actually utilized by those activities to arrive at an excess determination.

In developing the capacity methodology the Group believed that the most important attribute was that it directly supported optimization modeling. It was also important that the methodology satisfy the Infrastructure Steering Group tasking that by-activity capacity figures are provided to determine an excess capacity total. These two factors were not necessarily mutually supporting which made our methodology development effort more challenging. Early on in capacity planning the Group sought guidance as to definitions of key capacity terminology (i.e. maximum potential capacity, current capacity, current usage, excess capacity and surge). Information provided from the OSD BRAC Office was that capacity terminology was to be defined by the individual JCSG in order to best present (their) functional activity analysis. These definitions have been discussed and approved by

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 - Supply. Sum of available resources (labor and workspace).
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 - Distribution: Sum of available loading bays at strategic distribution depots.
- Current Usage. Minimum number of resources required to meet an activity's requirements. For each function computed as:
 - Supply. Minimum number of resources (labor and workspace) needed to product the required number of standard products in each supply labor category. (Utilization of standard product and resource productivity rates)
 - Storage: Sum of utilized cubic footage for each covered storage category, square footage utilized for open storage and barrels of POL for wet tank storage.
 - Distribution. Utilized loading bays at strategic distribution depots.
- Excess Capacity. Difference between current capacity and current usage plus surge.
- Maximum Potential Capacity. For purposes of S&S Capacity considered unbounded. For each function the most significant limiting factor on capacity is the number of resources available. In the case of supply, an activity may hire additional resources as required to accommodate increased supply demands. For storage resources can be arbitrarily increased to meet increased storage requirements through buying, leasing or building additional storage facilities. There are no limitations to distribution capacity that may not be remedied by the acquisition or use of additional resources (e.g. buying/leasing more trucks, utilizing additional airports or ports, running more trains, etc.)
- Surge. No DoD surge requirement was available or provided for the Group to factor into the capacity analysis. Despite this fact the Group felt that surge was an important factor in providing a sensitivity analysis as a means of mitigating risk that may arise from increasing requirements on systems with no additional infusion of resources. The Group believes this requirement-based definition of surge was more useful in determining true excess capacity than arbitrarily changing current usage resource levels to unsustainable levels.

Supply

Standard Supply Product. The Group's capacity analysis for the supply function utilizes a standard product and individual resource productivity rates to arrive at capacity determinations. Resource productivity is a measure of the annual output that a single unit of a resource is capable of producing. The standard supply product consists of a proportional mix of the major kinds of transactions that take place in the supply process. A mix of signed contracts, requisitions processed, inventory items managed, individual records managed, etc. are the actual product's components. The Group believes this amalgam is a more realistic representation of the many resources that are used by an activity in performing their Supply function. Resource data consists of FY03 reported information provided by individual activities through the data call. Use of a standard supply product accounts for the many differences among the activities both in the types of product they produce and the mix of resource they possess and utilize to produce those products.

- The supply product should be viewed as a single standard unit of throughput. This unit of throughput represents the long run average mix of outputs of the supply process, though it does not necessarily mirror the output of any particular supply operation.
- Many hours of different kinds of work would normally go into processing one of standard supply product (i.e. clerical, data entry, phone calls and faxes, estimating, accounting, financing, billing, report writing, credit checks, procurement advertising, etc.) We capture these in terms of their consumption of two types of standard resources. The metrics are:
 - standard full time equivalent (labor hours) consumed / year in processing each product and,
 - standard square feet of supply workspace (implicitly includes allocations of desk space, phones, aisle space, parking, overhead, utilities, etc.) consumed /year in processing each product.

Supply Resource Productivities. Resource productivity is a measure of the annual output that a single unit of a resource is capable of producing. The Group established common resource productivities to standardize resources for the supply function. To approximate an achievable ideal from our Capacity Data Call inputs, we employed an approach which utilized the top fifty percent of data from the activity population. Using this data we computed the average productivity of that resource in performing the Supply function. By design, the resulting productivity figures represent an "above average" rate of what is achievable in routine actual practice by activities producing a wide range of throughputs with a variety of different work methods and resources.

The group has built standardized resource productivity measures to determine: (1) how much excess capacity exists and (2) how it is distributed among the production resources when they are satisfying specific requirements for standard products. It effectively filters out the problematic differences in actual productivities that are routinely stem from:

- Differences in the resource ages/conditions, imbedded technologies, and skill levels of resources
- Measurement errors
- Randomness in the actual performance of the function at activities
- Differences in the product mix for the function at the different activities

Implicit in this approach is an assumption that low resource productivity is generally symptomatic of activities with excess capacity. (While it is acknowledged that more difficult workloads will have lower productivities, the wide range of activity productivities that make up the sample (fifty percent of the total) will largely negate this effect.) Conversely, it is assumed that high resource productivity is characteristic of activities with relatively little, or no excess capacity. This averaging process produces the following desirable effects:

- Random influences present in the data tend to cancel. So unbiased measurement errors tend to cancel and the impacts of any residual biased measurement errors tend to be minimized.
- Differences in resource efficiencies at the different activities are largely eliminated and high, achievable efficiencies of the best fifty percent of each separate type of resource are reflected in S&S's standard resources.
- Differences in the actual product mixes at individual activities are averaged and tend to reflect the same component product mixes in the standard throughput(s) for each function. Thus more difficult and easier workloads tend to average out.

Resource Utilization Rate. Armed with the standard product and standard resource productivity rates we compute a utilization rate for each activity's resources. This number is the rate needed to produce the activity's portion of the requirement for their grouping. For example, the Inventory Control Point (ICP) located at Tinker AFB, will be required to produce a certain portion of the overall requirement for all ICPs. This determines what percentage of each resource's possible production time is required to produce a unit of throughput.

Excess Resource Determination. The Group can compare the resource utilization rate at the activity to the group's top fifty percent average then

apply any observed difference to number of resources of the activity to determine excess capacity, i.e., the resource excess or shortfall.

Storage

The Group's capacity analysis approach for storage function focuses on resource amounts associated with regular storage (general purpose, shed, transitory shelter), Special Storage (controlled humidity, refrigerated, flammable/HazMat, magazine, dry tank and secure), Open (improved/unimproved) and barrels of POL for wet tank storage.

- Data call respondents' availability totals for each type of storage is considered current capacity and establishes the full available storage available.
- Actual storage space utilized is considered current usage and is as reported through the data call by the individual activity
- Excess capacity determination for the storage function is current capacity minus current usage.

In support of upcoming optimization methodology the Group also developed a standard storage product and storage productivities similar to methodology performed in support of the supply function. This standard storage product and resource productivities are required inputs for optimization.

Distribution

In the S&S capacity analysis, loading bays are looked at for both their availability and their usage as reported in the S&S Capacity Data call.

- Data call respondents' availability of loading bays is considered current capacity and establishes the full distribution available.
- Actual loading bays utilized is considered current usage and is as reported through the data call by the individual activity
- Excess capacity determination for the distribution function is current capacity minus current usage.

In support of upcoming optimization methodology the Group also developed a standard distribution product and distribution productivities similar to methodology performed in support of the supply function. This standard distribution product and resource productivities are required inputs for optimization.

Surge

Surge capacity is the maximum potential throughput per year that an activity can produce with its *existing* resources working on a stepped-upped, non-sustainable work schedule. The Group uses the term *surge* to mean using *existing infrastructure resources* to quickly respond to a *short duration sudden increase in demand*. The *surge requirements* define the size of that increase. No DoD surge requirement was provided or available for the Joint Cross Service Groups to factor into the analysis. However, the Group believes there is utility in computing and analyzing the impact of an increase in requirements, system-wide, on current resources. The effect of surge considered in this manner is to force activities to use more of their existing resources – effectively reducing the system-wide excess capacity. This approach effectively provides sensitivity analysis for the capacity report and provides a method of mitigating risk that may arise from an increase in requirements. The Group's analysis considered surge at two levels, plus ten and plus twenty percent (+10% and +20%). Excess capacity was computed in the same manner as with normal capacity just with an increased requirement imposed on the system.

Projected annual S&S requirements

In order to properly analyze capacity of S&S activities estimates of the overall requirements based on the projected force structure through 2025 and the impact of the Integrated Global Force Basing Plan should be factored into calculations. Absent these future requirements data for preparation of this report the Group considered the following possible impacts on current requirements:

- Flat, no-growth- assumes future requirements will be much like the recent actual throughputs (from the Capacity Data Call)
- Surge or quick response driven - assumes future requirements will be like the recent actual throughputs but with an increase in demand. In the S&S Capacity Analysis, surge requirements are met by temporarily enhanced resource usage. (See *Surge Requirements*, above)

Initially, the Group will base its estimates of excess capacity on satisfying projected requirements in the year 2010 utilizing currently available S&S activities and resources. Implicit in this, is an assumption that the requirements leading up to and following after 2010 will be very similar. These requirements will be adjusted based on information provided by the Services as to the impact of future force structure and basing plans on the functions of supply, storage and distribution. Should the reported information lack the level of granularity required to input into capacity

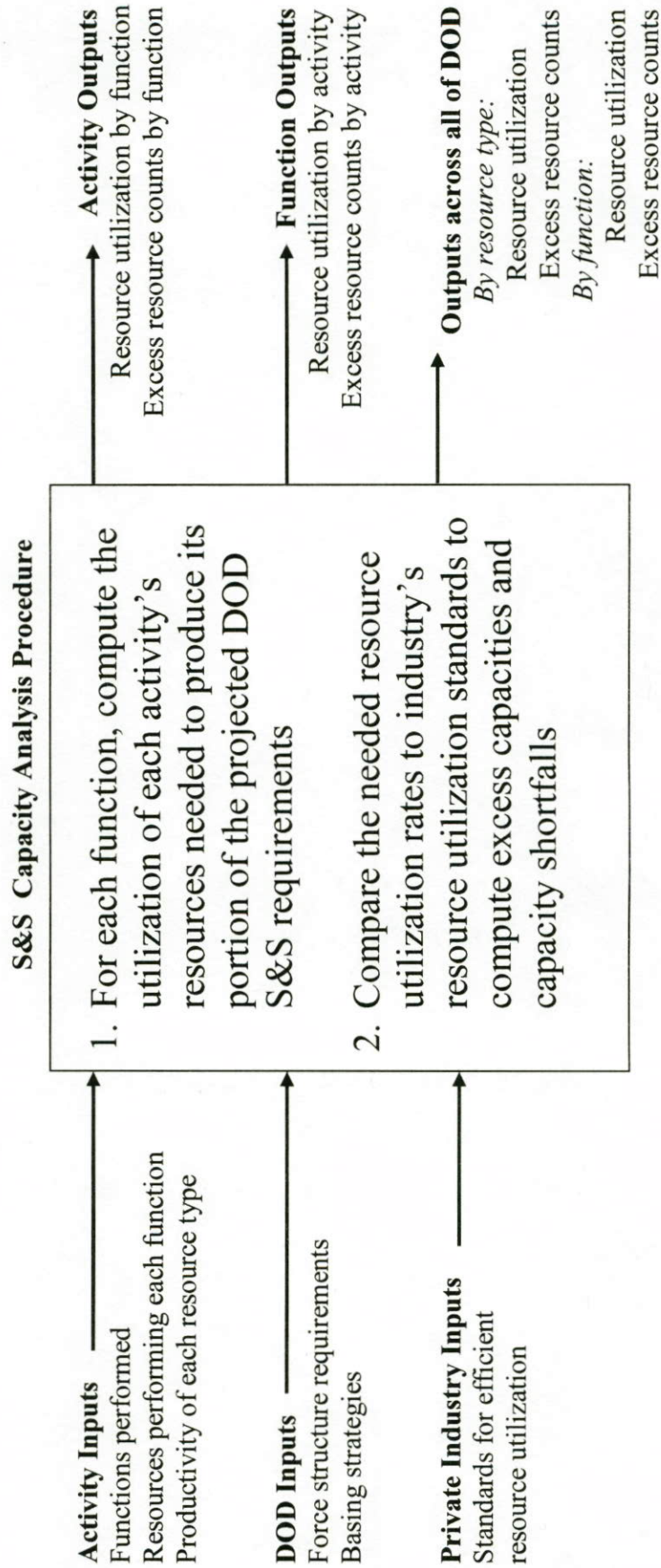
analysis and optimization methodology the Group will use current requirements and extend them into the future considering the four factors mentioned above.

Supply and Storage Capacity Analysis Methodology

The methodology followed by the Group for the supply function is graphically represented by the following three figures:

Figure A1

Schematic of the Supply and Storage Capacity Analysis



Notes:

1. There are three S&S functions: Supply, Store, and Distribute
2. Resources - there are 13 classes of labor, 1 type of workspace, 12 types of item storage, 1 type of POL storage, and 5 types of transportation terminals

Figure A2

S&S Capacity Analysis Procedure — Step 1

For each function, compute the utilization rates of each activity's resources needed to produce its portion of the projected DOD S&S requirements

Resource utilization rate

Required number of standard units

$$U = \frac{100 R}{N P}$$

Number of resources

Resource productivity

Figure A3

S&S Capacity Analysis Procedure — Step 2

Convert the estimated resource utilization rates to excess resources and resource shortfalls

Number of resources

Full capacity usage is taken as 100% utilization

Resource utilization rate

$$E = N (100 - U)$$

Excess resources usage

Amount by which resource utilization is below full capacity

Note: Utilization values greater than 100% imply extra resources are needed to produce the required number of standard products. Excess values that are less than zero give the sizes of any resource shortfalls.

APPENDIX B: INVENTORY OF ACTIVITIES

Appendix B identifies activities under review by the S&S JCSG.

Defense Distribution Depots	
ALBANY, GA ANNISTON, AL BARSTOW, CA CHERRY POINT, NC COLUMBUS, OH CORPUS CHRISTI, TX HILL, UT JACKSONVILLE, FL NORFOLK, VA OKLAHOMA CITY, OK	PEARL HARBOR, HI PUGET SOUND, WA RED RIVER, TX RICHMOND, VA SAN DIEGO, CA SAN JOAQUIN, CA SUSQUEHANNA, PA TOBYHANNA, PA WARNER ROBINS, GA

National Inventory Control Points	
CO_MCLB_ALBANY_GA DEFENSE SUPPLY CENTER COLUMBUS DEFENSE SUPPLY CENTER PHILADELPHIA DEFENSE SUPPLY CENTER RICHMOND DETROIT ARSENAL (ILSC) FT HUACHUCA (CSLA) FT MONMOUTH (CECOM-ICP) Hill AFB-NICP	Lackland AFB-NICP NAVICP_MECH NAVICP_PHIL REDSTONE ARSENAL (AMCOM-ICP) Robins AFB-NICP ROCK ISLAND ARSENAL (TACOM-ICP) SOLDIER SYSTEM COMMAND (TACOM-ICP) Tinker AFB-NICP

Defense Reutilization and Marketing Offices		
DRMO ANCHORAGE	DRMO HAWAII	DRMO PORT HUENEME
DRMO ANNISTON	DRMO HILL	DRMO PORTSMOUTH
DRMO BARSTOW	DRMO HOLLOMAN	DRMO RICHMOND
DRMO BENNING	DRMO HOMESTEAD	DRMO RILEY
DRMO BRAGG	DRMO HOOD	DRMO ROCK ISLAND
DRMO CAMPBELL	DRMO HUNTSVILLE	DRMO SAN ANTONIO
DRMO CANNON	DRMO JACKSON	DRMO SAN DIEGO
DRMO CAPE CANAVERAL	DRMO JACKSONVILLE	DRMO SCOTT
DRMO COLORADO SPRINGS	DRMO KEESLER	DRMO SELFRIDGE
DRMO COLUMBUS	DRMO KIRTLAND	DRMO SIERRA
DRMO CORPUS CHRISTI	DRMO KNOX	DRMO SPARTA
DRMO CRANE	DRMO LEJEUNE	DRMO ST JULIENS
DRMO DRUM	DRMO LETTERKENNY	DRMO STEWART
DRMO DULUTH	DRMO LEWIS	DRMO STOCKTON
DRMO DYESS	DRMO MEADE	DRMO TEXARKANA
DRMO EGLIN	DRMO MECHANICSBURG	DRMO TOBYHANNA
DRMO ELLSWORTH	DRMO MINOT	DRMO TUCSON
DRMO FAIRBANKS	DRMO MOUNTAIN HOME	DRMO VANDENBERG
DRMO FAIRCHILD	DRMO NELLIS	DRMO WARNER ROBINS
DRMO GREAT FALLS	DRMO NORFOLK	DRMO WHITEMAN
DRMO GREAT LAKES	DRMO OFFUTT	DRMO WRIGHT PATTERSON
DRMO GROTON	DRMO OKLAHOMA CITY	
DRMO GUAM	DRMO POLK	

APPENDIX C: INVENTORY CONTROL POINTS

Supply Methodology

The S&S JCSG capacity model utilizes a standard Supply product to analyze each S&S activity. The standard product, together with four supply resource productivity rates, supports the analysis. These calculations form the basis for the actual capacity determination and analysis of each activity.

Supply Product

The Standard Product for Supply for Inventory Control Points (ICPs) is computed per methodology discussed in Appendix A. The systems output is divided by the number of total standard products required to determine the number of components in each standard product. The number of total Standard Products required for the system as a whole is established by utilizing the supply product with the fewest number of items for simplicity.

Standard Supply Product			
Supply Sub function	Resource Output Raw Count	Total Standard Products Required	Number of Each Component in a Standard Product
Contracting	2,640,826	118,831	22.2
Records Management	309,087	118,831	2.6
Requisition Processing	721,283	118,831	6.1
Inventory Management	932,750	118,831	7.8
Cataloging	245,448	118,831	2.1
Engineering Support	177,700	118,831	1.5
Technical Support	118,831	118,831	1.0

Supply Productivity Rates

Productivity rates for each of the standard Supply resources listed below were computed as discussed in Appendix A utilizing the top performing 50% of ICPs for each sub function. Because we are using only the top 50% of this group the number of workload counts here will differ from the calculations shown above.

Supply	Resource			
	Contracting labor	Supply labor	Technical labor	Work space
Productivity Rate	43.06	26.78	100.37	0.0613

Supply Sub-functions	Workload Counts	Labor Resource	Unit Resource Productivity	Work Products in each Standard Product	Productivity per Resource per Standard Product
Contracting	2,586,799	2,703	956.97	22.2	
Total Contracting labor	2,586,799	2,703	956.97	22.2	43.06
Records Management	119,622	161	743.00	2.6	
Requisition Processing	475,119	151.8	3129.90	6.1	
Inventory Management	889,739	2791	318.74	7.8	
Cataloging	70,849	20	3507.38	2.1	
Total Supply labor	120,370	3124.4	497.80	18.6	26.78
Engineering Support	170,627	485	351.81	1.5	
Technical Support	96,235	580	165.79	1.0	
Total Technical labor	266,862	1065	250.47	2.50	100.37

Supply Work Space	Workload Counts	Work Space Resource
	4,813,681	1,814,074
Work Space Productivity per SQ Ft of Work Space		2.65
Work Space Productivity per Standard Product		0.06128

Storage & Distribution Methodology

In accordance with the S&S JCSG definitions of the Storage and Distribution Functions, Inventory Control Points (ICPs) do not perform these functions.

ICP Totals

The numbers presented below are the totals for all S&S ICPs.

Table C.1 Supply capacity excess calculations for ICPs:

<i>Surge</i>	<i>Measure</i>	<i>Purchasing Labor (FTEs)</i>	<i>Sum of Supply Labor (FTEs)</i>	<i>Sum of Technical Labor (FTEs)</i>	<i>Sum of Work Space (sq ft)</i>
No Surge	Current Capacity	3,861	6,833	4,650	3,684,560
	Current Usage	2,754	4,437	1,182	1,939,283
	Excess Capacity	1,107	2,396	3,468	1,745,277
	Percent Excess	29%	35%	75%	47%
10%	Current Capacity	3,861	6,833	4,650	3,684,560
	Current Usage	3,030	4,880	1,300	2,133,211
	Excess Capacity	831	1,953	3,350	1,551,349
	Percent Excess	22%	29%	72%	42%
20%	Current Capacity	3,861	6,833	4,650	3,684,560
	Current Usage	3,305	5,324	1,418	2,327,139
	Excess Capacity	556	1,509	3,232	1,357,421
	Percent Excess	14%	22%	69%	37%

Methodology Demonstration using Tinker AFB

Individual activity capacities are computed using the standard product and resources productivity rates.

An analysis of Tinker Air Force Base is presented as a demonstration of methodology. The portion of the total DoD Supply Standard product requirements that Tinker Air Force Base must produce is set at approximately the same proportion as that which they currently contribute to the total supply products (with their assigned resources). In Tinker Air Force Base’s case this is 1.62% of the total number of standard units to be produced by ALL ICPs. (1.62% of 118,831 or 1921.8 Standard Supply Units)

Table C.2 Capacity calculations for Supply Functions:

		Labor			Work
Activity		Contracting / budgeting labor	Supply labor	Technical labor	Work space
		FTEs	FTEs	FTEs	SQ FT
Tinker AFB	Current Capacity	196	817	219	105,088
	Current Usage	45	72	19	31,363
	Excess Capacity	151	745	200	73,725

Surge Methodology

Surge is an additional demand on an activity’s current resources. For supply, the requirement to produce standard products is increased by 10% and 20% for each activity. Excess capacity is then reduced based on this increase. Tables C.3 and C.4 display Tinker AFB supply calculations at 10% and 20% surge.

Table C.3 Excess capacity calculations for the Supply Function at 10% Surge

		Labor			Work
Activity		Contracting / budgeting labor	Supply labor	Technical labor	Work space
		FTEs	FTEs	FTEs	SQ FT
Tinker AFB	Current Capacity	196	817	219	105,088
	Surge Usage at +10%	49	79	21	34,499
	Excess Capacity	147	738	198	70,589

Table C.4 Excess capacity calculations for the Supply Function at 20% Surge

		Labor			Work
Activity		Contracting / budgeting labor	Supply labor	Technical labor	Work space
		FTEs	FTEs	FTEs	SQ FT
Tinker AFB	Current Capacity	196	817	219	105,088
	Surge Usage at +20%	54	86	23	37,635
	Excess Capacity	142	731	196	67,453

ICP Activities Under Normal Conditions

Activity	Measure	FTEs			Work space	Storage			barrels	tons
		Purchasing / budgeting labor	Supply labor	Technical labor		Regular covered storage	Special covered storage	Open Storage		
ICP Totals	Current Capacity	3,861	6,833	4,650	3,684,560	38,654,943	19,388,543	6,173,609	714	794,240
1	CO MCLB ALBANY GA	7	231	184	626,043	19,818,608	8,323,456	5,543,409	714	0
1	CO MCLB ALBANY GA	45	72	19	31,578	18,701,091	8,811,950	5,946,102	786	0
1	CO MCLB ALBANY GA	(38)	159	165	594,465	1,117,517	(488,494)	(402,693)	(71)	0
2	DEFENSE SUPPLY CENTER	723	528	637	307,230	0	0	0	0	0
2	DEFENSE SUPPLY CENTER	531	854	228	373,318	0	0	0	0	0
2	DEFENSE SUPPLY CENTER	192	(326)	409	(66,088)	0	0	0	0	0
3	DEFENSE SUPPLY CENTER	1,044	891	365	253,699	0	0	0	0	2,190
3	DEFENSE SUPPLY CENTER	1,143	1,837	490	803,037	0	0	0	0	0
3	DEFENSE SUPPLY CENTER	(99)	(947)	(125)	(549,338)	0	0	0	0	2,190
4	RICHMOND	758	989	188	437,318	0	0	0	0	0
4	RICHMOND	424	681	182	297,679	0	0	0	0	0
4	RICHMOND	334	308	6	139,639	0	0	0	0	0
5	DETROIT ARSENAL (ILSC)	115	363	766	155,216	0	0	0	0	0
5	DETROIT ARSENAL (ILSC)	11	18	5	7,691	0	0	0	0	0
5	DETROIT ARSENAL (ILSC)	104	345	761	147,525	0	0	0	0	0
6	FT HUACHUCA (CSLA)	3	85	27	37,500	0	0	0	0	0
6	FT HUACHUCA (CSLA)	9	14	4	6,296	0	0	0	0	0
6	FT HUACHUCA (CSLA)	(6)	71	23	31,204	0	0	0	0	0
7	FT MONMOUTH (CECOM-ICP)	90	325	474	520,547	0	0	0	0	0
7	FT MONMOUTH (CECOM-ICP)	12	20	5	8,783	0	0	0	0	0
7	FT MONMOUTH (CECOM-ICP)	78	305	469	511,764	0	0	0	0	0
8	Hill AFB-NICP	252	414	269	162,648	3,834,720	315,018	0	0	0
8	Hill AFB-NICP	24	38	10	16,726	2,812,128	504,029	0	0	0
8	Hill AFB-NICP	228	376	259	145,922	1,022,592	(189,011)	0	0	0
9	Lackland AFB-NICP	0	16	0	810	3,064,600	181,072	0	0	0
9	Lackland AFB-NICP	na	7	na	3,171	3,371,060	199,179	0	0	0
9	Lackland AFB-NICP	na	9	na	(2,361)	(306,460)	(18,107)	0	0	0
10	NAVICP MECH	169	282	164	179,354	3,548,410	9,733,410	630,200	0	0
10	NAVICP MECH	67	108	29	47,285	3,890,073	10,706,751	693,220	0	3,369
10	NAVICP MECH	102	174	135	132,069	(341,663)	(973,341)	(63,020)	0	(3,369)
11	NAVICP PHIL	169	330	140	180,180	0	0	0	0	0
11	NAVICP PHIL	70	113	30	49,453	0	0	0	0	0
11	NAVICP PHIL	99	217	110	130,727	0	0	0	0	0
12	REDSTONE ARSENAL (AMCOM-ICP)	2	286	588	107,919	0	0	0	0	0

Resources >>

ICP Activities Under Normal Conditions

Resources >>

Activity	Measure	FTEs		Supply		K sq ft	K cu ft	Storage		K sq ft	barrels	tons
		Purchasing / budgeting labor	Supply labor	Technical labor	Work space			Regular covered storage	Special covered storage			
12	REDSTONE ARSENAL (AMCOM-ICP)	9	15	4	6,437	0	0	0	0	0	0	0
12	REDSTONE ARSENAL (AMCOM-ICP)	(7)	271	584	101,482	0	0	0	0	0	0	0
13	Robins AFB-NICP	146	966	216	214,020	1,804,100	784,067	0	0	0	0	0
13	Robins AFB-NICP	117	188	50	82,393	1,726,524	861,479	0	0	0	0	0
13	Robins AFB-NICP	29	778	166	131,627	77,576	(77,412)	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	187	245	410	315,729	0	0	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	247	397	106	173,661	0	0	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	(60)	(153)	304	142,068	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	0	66	3	81,259	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	na	1	0	412	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	na	65	3	80,847	0	0	0	0	0	0	0
16	Tinker AFB-NICP	196	817	219	105,088	6,584,505	51,520	0	0	0	0	792,050
16	Tinker AFB-NICP	45	72	19	31,363	0	0	0	0	0	0	0
16	Tinker AFB-NICP	151	745	200	73,725	6,584,505	51,520	0	0	0	0	792,050
17		0	0	0	0	0	0	0	0	0	0	0
17		na	na	na	na	0	0	0	0	0	0	0
17		na	na	na	na	0	0	0	0	0	0	0
18		0	0	0	0	0	0	0	0	0	0	0
18		na	na	na	na	0	0	0	0	0	0	0
18		na	na	na	na	0	0	0	0	0	0	0
19		0	0	0	0	0	0	0	0	0	0	0
19		na	na	na	na	0	0	0	0	0	0	0
19		na	na	na	na	0	0	0	0	0	0	0
20		0	0	0	0	0	0	0	0	0	0	0
20		na	na	na	na	0	0	0	0	0	0	0
20		na	na	na	na	0	0	0	0	0	0	0

ICP Activities Under Normal Conditions

Resources >> Activity	FTEs		Supply		K cu ft Regular covered storage	K cu ft Special covered storage	K sq ft Open Storage	barrels POL Storage	tons Distribution Sum all Modes
	Purchasing / budgeting labor	Technical labor	Supply labor	Work space					
Measure									

ICP Activities Under 10% Surge Conditions

Activity	Measure	FTEs			K sq ft	Storage			K sq ft	barrels			tons
		Purchasing / budgeting labor	Supply			Regular covered storage	Special covered storage	Open Storage		POL Storage	Sum all Modes		
			Technical labor	Supply labor									
ICP Totals													
1	CO MCLB ALBANY GA	3,861	6,833	4,650	3,684,560	38,654,943	19,388,543	6,173,609	714	794,240			
1	CO MCLB ALBANY GA	3,030	4,880	1,300	2,133,211	30,500,876	21,083,389	6,639,322	786	3,369			
1	CO MCLB ALBANY GA	831	1,953	3,350	1,551,349	8,154,067	-1,694,846	-465,713	-71	790,871			
	Percent Excess	22%	29%	72%	42%	21%	-9%	-8%	-10%	100%			
2	COLUMBUS	723	528	637	307,230								
2	DEFENSE SUPPLY CENTER	584	939	251	410,650								
2	DEFENSE SUPPLY CENTER	139	(411)	386	(103,420)								
3	PHILADELPHIA	1,044	891	365	253,699							2,190	
3	DEFENSE SUPPLY CENTER	1,257	2,021	539	883,340							0	
3	DEFENSE SUPPLY CENTER	(213)	(1,150)	(174)	(629,641)							2,190	
4	RICHMOND	758	989	188	437,318							0	
4	DEFENSE SUPPLY CENTER	466	749	200	327,447							0	
4	DEFENSE SUPPLY CENTER	292	240	(12)	109,871							0	
5	DETROIT ARSENAL (ILSC)	115	363	766	155,216							0	
5	DETROIT ARSENAL (ILSC)	12	19	5	8,460							0	
5	DETROIT ARSENAL (ILSC)	103	344	761	146,756							0	
6	FT HUACHUCA (CSLA)	3	85	27	37,500							0	
6	FT HUACHUCA (CSLA)	10	16	4	6,926							0	
6	FT HUACHUCA (CSLA)	(7)	69	23	30,574							0	
7	FT MONMOUTH (CECOM-ICP)	90	325	474	520,547							0	
7	FT MONMOUTH (CECOM-ICP)	14	22	6	9,662							0	
7	FT MONMOUTH (CECOM-ICP)	76	303	468	510,885							0	
8	Hill AFB-NICP	252	414	269	162,648							0	
8	Hill AFB-NICP	26	42	11	18,399							0	
8	Hill AFB-NICP	226	372	258	144,249							0	
9	Lackland AFB-NICP	0	16	0	810							0	
9	Lackland AFB-NICP	na	8	na	3,488							0	
9	Lackland AFB-NICP	na	8	na	(2,678)							0	
10	NAVICP MECH	169	282	164	179,354							0	
10	NAVICP MECH	74	119	32	52,014							0	
10	NAVICP MECH	95	163	132	127,340							0	
11	NAVICP PHIL	169	330	140	180,180							0	
11	NAVICP PHIL	77	124	33	54,398							0	
11	NAVICP PHIL	92	206	107	125,782							0	
12	REDSTONE ARSENAL (AMCOM-ICP)	2	286	588	107,919							0	
12	REDSTONE ARSENAL (AMCOM-ICP)	10	16	4	7,081							0	

ICP Activities Under 10% Surge Conditions

Resources >>	Activity	Measure	FTEs		Supply		K sq ft	Work space	K cu ft		Storage		K sq ft	barrels	tons
			Purchasing / budgeting labor	FTEs	Supply labor	Technical labor			Regular covered storage	Special covered storage	Open Storage	POL Storage			
Sum all Modes															
12	REDSTONE ARSENAL (AMCOM-ICP)	Excess Capacity	(8)	270	584	100,838	0	0	0	0	0	0	0	0	0
13	Robins AFB-NICP	Current Capacity	146	966	216	214,020	1,804,100	784,067	0	0	0	0	0	0	0
13	Robins AFB-NICP	Current Usage	129	207	55	90,632	1,726,524	861,479	0	0	0	0	0	0	0
13	Robins AFB-NICP	Excess Capacity	17	759	161	123,388	77,576	(17,413)	0	0	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Current Capacity	187	245	410	315,729	0	0	0	0	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Current Usage	272	437	117	191,027	0	0	0	0	0	0	0	0	0
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Excess Capacity	(85)	(193)	293	124,702	0	0	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Current Capacity	0	66	3	81,259	0	0	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Current Usage	na	1	0	453	0	0	0	0	0	0	0	0	0
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Excess Capacity	na	65	3	80,806	0	0	0	0	0	0	0	0	0
16	Tinker AFB-NICP	Current Capacity	196	817	219	105,088	6,584,505	51,520	0	0	0	0	0	792,050	0
16	Tinker AFB-NICP	Current Usage	49	79	21	34,499	0	0	0	0	0	0	0	0	0
16	Tinker AFB-NICP	Excess Capacity	147	738	198	70,589	6,584,505	51,520	0	0	0	0	0	792,050	0

ICP Activities Under 20% Surge Conditions

Activity	Measure	FTEs			Supply			K sq ft			Storage			barrels			Distribution	
		Purchasing / budgeting labor	Supply labor	Technical labor	Work space	Regular covered storage	Special covered storage	Open Storage	POL Storage	K cu ft	K cu ft	K sq ft	K sq ft	POL Storage	Sum all Modes	tons		
																	794,240	100%
ICP Totals																		
	Current Capacity	3,861	6,833	4,650	3,684,560	38,654,943	19,388,543	6,173,609	714									
	Current Usage	3,305	5,324	1,418	2,327,139	33,273,683	23,000,060	7,242,896	857									
	Excess Capacity	556	1,509	3,232	1,357,421	5,381,260	-3,611,517	-1,069,287	-143									
	Percent Excess	14%	22%	69%	37%	14%	-19%	-17%	-20%									
1	CO MCLB ALBANY GA	7	231	184	626,043	19,818,608	8,323,456	5,543,409	714									
1	CO MCLB ALBANY GA	54	87	23	37,894	20,401,190	9,613,037	6,486,656	857									
1	CO MCLB ALBANY GA	(47)	144	161	588,149	(582,582)	(1,289,581)	(943,247)	(143)									
2	DEFENSE SUPPLY CENTER	723	528	637	307,230	0	0	0	0									
2	DEFENSE SUPPLY CENTER	637	1,025	273	447,981	0	0	0	0									
2	DEFENSE SUPPLY CENTER	86	(497)	364	(140,751)	0	0	0	0									
3	DEFENSE SUPPLY CENTER	1,044	891	365	253,699	0	0	0	0									
3	DEFENSE SUPPLY CENTER	1,371	2,205	588	963,644	0	0	0	0									
3	DEFENSE SUPPLY CENTER	(327)	(1,314)	(223)	(709,945)	0	0	0	0									
4	RICHMOND	758	989	188	437,318	0	0	0	0									
4	RICHMOND	508	817	218	357,214	0	0	0	0									
4	RICHMOND	250	172	(30)	80,104	0	0	0	0									
5	DETROIT ARSENAL (ILSC)	115	363	766	155,216	0	0	0	0									
5	DETROIT ARSENAL (ILSC)	13	21	6	9,229	0	0	0	0									
5	DETROIT ARSENAL (ILSC)	102	342	760	145,987	0	0	0	0									
6	FT HUACHUCA (CSLA)	3	85	27	37,500	0	0	0	0									
6	FT HUACHUCA (CSLA)	11	17	5	7,556	0	0	0	0									
6	FT HUACHUCA (CSLA)	(8)	68	22	29,944	0	0	0	0									
7	FT MONMOUTH (CECOM-ICP)	90	325	474	520,547	0	0	0	0									
7	FT MONMOUTH (CECOM-ICP)	15	24	6	10,540	0	0	0	0									
7	FT MONMOUTH (CECOM-ICP)	75	301	468	510,007	0	0	0	0									
8	Hill AFB-NICP	252	414	269	162,648	3,834,720	315,018	0	0									
8	Hill AFB-NICP	29	46	12	20,071	3,067,776	549,850	0	0									
8	Hill AFB-NICP	223	368	257	142,577	766,944	(234,832)	0	0									
9	Lackland AFB-NICP	0	16	0	810	3,064,600	181,072	0	0									
9	Lackland AFB-NICP	na	9	na	3,805	3,677,520	217,286	0	0									
9	Lackland AFB-NICP	na	7	na	(2,995)	(612,920)	(36,214)	0	0									
10	NAVICP MECH	169	282	164	179,354	3,548,410	9,733,410	630,200	0									
10	NAVICP MECH	81	130	35	56,742	4,243,716	11,680,092	756,240	0									
10	NAVICP MECH	88	152	129	122,612	(695,306)	(1,946,682)	(126,040)	0									
11	NAVICP PHIL	169	330	140	180,180	0	0	0	0									
11	NAVICP PHIL	84	136	36	59,343	0	0	0	0									
11	NAVICP PHIL	85	194	104	120,837	0	0	0	0									
12	REDSTONE ARSENAL (AMCOM-ICP)	2	286	588	107,919	0	0	0	0									
12	REDSTONE ARSENAL (AMCOM-ICP)	11	18	5	7,725	0	0	0	0									

ICP Activities Under 20% Surge Conditions

Resources >>	Activity	Measure	FTEs			K sq ft	Work space	Storage			K sq ft	barrels	tons		
			Purchasing / budgeting labor	Supply				Regular covered storage	Special covered storage	Open Storage				POL Storage	Distribution
				Supply labor	Technical labor										
	REDSTONE ARSENAL (AMCOM-ICP)	Excess Capacity	(9)	268	583	100,194	0	0	0	0	0	0			
12	Robins AFB-NICP	Current Capacity	146	966	216	214,020	1,804,100	784,067	0	0	0	0			
13	Robins AFB-NICP	Current Usage	141	226	60	98,871	1,883,480	939,796	0	0	0	0			
13	Robins AFB-NICP	Excess Capacity	5	740	156	115,149	(79,380)	(155,729)	0	0	0	0			
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Current Capacity	187	245	410	315,729	0	0	0	0	0	0			
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Current Usage	297	477	127	208,394	0	0	0	0	0	0			
14	ROCK ISLAND ARSENAL (TACOM-ICP)	Excess Capacity	(110)	(232)	283	107,335	0	0	0	0	0	0			
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Current Capacity	0	66	3	81,259	0	0	0	0	0	0			
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Current Usage	na	1	0	494	0	0	0	0	0	0			
15	SOLDIER SYSTEM COMMAND (TACOM-ICP)	Excess Capacity	na	65	3	80,765	0	0	0	0	0	0			
16	Tinker AFB-NICP	Current Capacity	196	817	219	105,088	6,584,505	51,520	0	0	0	792,050			
16	Tinker AFB-NICP	Current Usage	54	86	23	37,635	0	0	0	0	0	0			
16	Tinker AFB-NICP	Excess Capacity	142	731	196	67,453	6,584,505	51,520	0	0	0	792,050			

APPENDIX D: DEFENSE DISTRIBUTION DEPOTS

Supply Methodology

In accordance with S&S JCSG definition of the Supply, Defense Distribution Depots (DDD) do not perform this function.

Storage Methodology

Storage capacity utilizes 85% of reported available storage space. This is a common industry standard to account for unusable space supporting materiel handling equipment, allocated for fire lanes, etc. This figure is considered the current capacity. Actual storage space utilized (for each type of storage) is subtracted from current capacity (and minus surge) to arrive at excess capacity. These amounts are rolled up in cubic feet by Covered Storage (General Purpose, Shed and Transitory); in cubic feet for Special Covered Storage (Controlled Humidity, Refrigerated, Flammable, Magazine and Secure); in square feet for Open Storage (Open Improved, Open Unimproved) and in gallons for POL Storage (Dry Tank, POL).

Distribution Depot Totals

Table D.1 Capacity excess calculations for Distribution Depot universe

<i>Surge</i>	<i>Measure</i>	<i>Sum of Regular Covered Storage (cu ft)</i>	<i>Sum of Special Covered Storage (cu ft)</i>	<i>Sum of Open Storage (sq ft)</i>	<i>Distribution Capacity (Loading Bays)</i>
No Surge	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	193,776,996	14,748,328	5,890,997	638
	Excess Capacity	91,794,004	8,612,672	4,483,003	404
	Percent Excess	32%	37%	43%	39%
10%	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	213,154,696	16,223,161	6,480,097	702
	Excess Capacity	72,416,304	7,137,839	3,893,903	340
	Percent Excess	25%	31%	38%	33%
20%	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	232,532,395	17,697,994	7,069,196	766
	Excess Capacity	53,038,605	5,663,006	3,304,804	276
	Percent Excess	19%	24%	32%	27%

Methodology Demonstration using Defense Distribution Depot Tobyhanna, PA

Table D.2 Capacity calculations for Storage Functions

Activity		Storage		
		Regular covered storage	Special covered storage	Open Storage
		CU FT	CU FT	SQ FT
Defense Distribution Depot Tobyhanna	Current Capacity	15,158,000	238,000	901,000
	Current Usage	10,612,000	163,000	620,999
	Excess Capacity	4,546,000	75,000	280,001

Surge Methodology

Surge is an additional demand on an activity’s current resources. For storage, usage rates are computed in the same manner as under normal circumstances and then increased 10% and 20%. Excess capacity is then reduced based on this increase. Tables D.3 and D.4 display Defense Distribution Depot Tobyhanna storage calculations at 10% and 20% surge.

Table D.3 Excess capacity calculations for Storage Functions at 10% Surge

Activity		Storage		
		Regular covered storage	Special covered storage	Open Storage
		CU FT	CU FT	SQ FT
Defense Distribution Depot Tobyhanna	Current Capacity	15,158,000	238,000	901,000
	Surge Usage at +10%	11,673,200	179,300	683,099
	Excess Capacity	3,484,800	58,700	217,901

Table D.4 Excess capacity calculations for Storage Functions at 20% Surge

Activity		Storage		
		Regular covered storage	Special covered storage	Open Storage
		CU FT	CU FT	SQ FT
Defense Distribution Depot Tobyhanna	Current Capacity	15,158,000	238,000	901,000
	Surge Usage at +20%	12,734,400	195,600	745,199
	Excess Capacity	2,423,600	42,400	155,801

Methodology Demonstration using Defense Distribution Depot Tobyhanna, PA

Distribution

Distribution Excess Capacity is measured as discussed in Appendix A for each activity. Surge is computed by increasing the capacity utilized by 10% and 20%. For Defense Distribution Depot Tobyhanna capacity available is:

	Number of Loading Bays
Current Capacity	22
Usage	7
Excess Capacity	15

For Defense Distribution Depot Tobyhanna capacity utilized at 10% surge:

	Number of Loading Bays
Current Capacity	22
Usage +10%	8
Excess Capacity	14

For Defense Distribution Depot Tobyhanna capacity utilized at 20% surge:

	Number of Loading Bays
Current Capacity	22
Usage	8
Excess Capacity	14

DDD Activities Under Normal Conditions

DDD Totals	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	193,776,996	14,748,328	5,890,997	638
	Excess Capacity	91,794,004	8,612,672	4,483,003	404
	<i>Percent Excess</i>	32%	37%	43%	39%

Activity	Measure	Storage			Loading Docks
		Regular covered storage	Special covered storage	Open Storage	
		K cu ft	K cu ft	K sq ft	
					tons
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	12,994,000	1,882,000	52,000	28
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	4,635,000	587,000	0	28
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	8,359,000	1,295,000	52,000	0
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	13,550,000	2,123,000	2,550,000	60
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	7,295,999	958,000	1,827,000	26
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	6,254,001	1,165,000	723,000	34
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	10,848,000	81,000	1,209,000	20
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	3,551,000	32,000	186,999	15
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	7,297,000	49,000	1,022,001	5
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	3,091,000	11,000	178,000	22
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	2,022,001	7,999	104,999	10
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	1,068,999	3,001	73,001	12
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	9,018,000	0	0	26
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	3,236,000	0	0	4
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	5,782,000	0	0	22

Resources >>

DDD Activities Under Normal Conditions

Resources >>	Activity	Measure	Storage			tons Distribution
			Regular covered storage	Special covered storage	Open Storage	
			K cu ft	K cu ft	K sq ft	
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Capacity	1,191,000	977,000	123,000	16
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Usage	716,001	695,997	61,000	6
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Excess Capacity	474,999	281,003	62,000	10
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Capacity	12,888,000	320,000	543,000	44
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Usage	9,164,998	208,332	508,000	20
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Excess Capacity	3,723,002	111,668	35,000	24
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Capacity	4,284,000	215,000	97,000	16
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Usage	3,685,999	169,001	78,000	12
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Excess Capacity	598,001	45,999	19,000	4
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Capacity	16,854,000	1,905,000	127,000	64
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Usage	8,897,001	339,001	9,000	21
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Excess Capacity	7,956,999	1,565,999	118,000	43
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Capacity	16,641,000	330,000	544,000	58
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Usage	13,701,000	243,002	452,000	54
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Excess Capacity	2,940,000	86,998	92,000	4

DDD Activities Under Normal Conditions

Resources >>	Activity	Measure	K cu ft		K sq ft		tons
			Storage		Open Storage	Distribution	
			Regular covered storage	Special covered storage			
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Capacity	3,376,000	291,000	89,000	34	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Usage	2,667,999	151,000	33,000	9	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Excess Capacity	708,001	140,000	56,000	25	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Capacity	1,902,000	25,000	15,000	18	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Usage	771,999	19,999	5,001	9	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Excess Capacity	1,130,001	5,001	9,999	9	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Capacity	17,514,000	6,641,000	1,868,000	100	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Usage	13,431,999	4,630,997	1,262,999	50	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Excess Capacity	4,082,001	2,010,003	605,001	50	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Capacity	24,005,000	3,016,000	862,000	64	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Usage	11,016,999	2,191,000	46,001	13	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Excess Capacity	12,988,001	825,000	815,999	51	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Capacity	9,062,000	614,000	110,000	48	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Usage	6,253,001	485,001	81,000	12	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Excess Capacity	2,808,999	128,999	29,000	36	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Capacity	43,120,000	1,239,000	555,000	106	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Usage	31,853,000	772,001	248,000	53	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Excess Capacity	11,267,000	466,999	307,000	53	

DDD Activities Under Normal Conditions

Resources >>	Activity	Measure	Storage		K sq ft	tons Distribution
			Regular covered storage	Special covered storage		
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Capacity	53,154,000	2,064,000	259,000	244
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Usage	46,618,000	1,988,998	71,000	244
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Excess Capacity	6,536,000	75,002	188,000	0
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Capacity	15,158,000	238,000	901,000	22
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Usage	10,612,000	163,000	620,999	7
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Excess Capacity	4,546,000	75,000	280,001	15
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Capacity	16,921,000	1,389,000	292,000	52
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Usage	13,647,000	1,106,000	295,999	45
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Excess Capacity	3,274,000	283,000	-3,999	7

DDD Activities Under 10% Surge Conditions

DDD Totals	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	213,154,696	16,223,161	6,480,097	702
	Excess Capacity	72,416,304	7,137,839	3,893,903	340
	<i>Percent Excess</i>	25%	31%	38%	33%

Activity	Measure	Storage			Loading Docks
		Regular covered storage	Special covered storage	Open Storage	
		K cu ft	K cu ft	K sq ft	
					tons
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	12,994,000	1,882,000	52,000	28
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	5,098,500	645,700	0	31
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	7,895,500	1,236,300	52,000	-3
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	13,550,000	2,123,000	2,550,000	60
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	8,025,599	1,053,800	2,009,700	29
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	5,524,401	1,069,200	540,300	31
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	10,848,000	81,000	1,209,000	20
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	3,906,100	35,200	205,699	17
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	6,941,900	45,800	1,003,301	4
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	3,091,000	11,000	178,000	22
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	2,224,201	8,799	115,499	11
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	866,799	2,201	62,501	11
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	9,018,000	0	0	26
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	3,559,600	0	0	4
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	5,458,400	0	0	22

Resources >>

DDD Activities Under 10% Surge Conditions

Resources >>	Activity	Measure	Storage		K sq ft	tons Distribution
			Regular covered storage	Special covered storage		
			Open Storage	Loading Docks		
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Capacity	1,191,000	977,000	123,000	16
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Usage	787,601	765,597	67,100	7
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Excess Capacity	403,399	211,403	55,900	9
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Capacity	12,888,000	320,000	543,000	44
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Usage	10,081,498	229,165	558,800	22
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Excess Capacity	2,806,502	90,835	-15,800	22
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Capacity	4,284,000	215,000	97,000	16
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Usage	4,054,599	185,901	85,800	13
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Excess Capacity	229,401	29,099	11,200	3
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Capacity	16,854,000	1,905,000	127,000	64
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Usage	9,786,701	372,901	9,900	23
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Excess Capacity	7,067,299	1,532,099	117,100	41
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Capacity	16,641,000	330,000	544,000	58
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Usage	15,071,100	267,302	497,200	59
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Excess Capacity	1,569,900	62,698	46,800	-1

DDD Activities Under 10% Surge Conditions

Resources >>	Activity	Measure	K cu ft		K sq ft		tons
			Storage		Open Storage	Distribution	
			Regular covered storage	Special covered storage			
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Capacity	3,376,000	291,000	89,000	34	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Usage	2,934,799	166,100	36,300	10	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Excess Capacity	441,201	124,900	52,700	24	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Capacity	1,902,000	25,000	15,000	18	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Usage	849,199	21,999	5,501	10	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Excess Capacity	1,052,801	3,001	9,499	8	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Capacity	17,514,000	6,641,000	1,868,000	100	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Usage	14,775,199	5,094,097	1,389,299	55	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Excess Capacity	2,738,801	1,546,903	478,701	45	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Capacity	24,005,000	3,016,000	862,000	64	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Usage	12,118,699	2,410,100	50,601	14	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Excess Capacity	11,886,301	605,900	811,399	50	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Capacity	9,062,000	614,000	110,000	48	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Usage	6,878,301	533,501	89,100	13	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Excess Capacity	2,183,699	80,499	20,900	35	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Capacity	43,120,000	1,239,000	555,000	106	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Usage	35,038,300	849,201	272,800	58	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Excess Capacity	8,081,700	389,799	282,200	48	

DDD Activities Under 10% Surge Conditions

Resources >>	Activity	Measure	Storage			K sq ft	tons	
			Regular covered storage	Special covered storage	Open Storage			Distribution
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Capacity	53,154,000	2,064,000	259,000	244		
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Usage	51,279,800	2,187,898	78,100	268		
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Excess Capacity	1,874,200	-123,898	180,900	-24		
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Capacity	15,158,000	238,000	901,000	22		
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Usage	11,673,200	179,300	683,099	8		
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Excess Capacity	3,484,800	58,700	217,901	14		
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Capacity	16,921,000	1,389,000	292,000	52		
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Usage	15,011,700	1,216,600	325,599	50		
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Excess Capacity	1,909,300	172,400	-33,599	3		

DDD Activities Under 20% Surge Conditions

DDD Totals	Current Capacity	285,571,000	23,361,000	10,374,000	1,042
	Current Usage	232,532,395	17,697,994	7,069,196	766
	Excess Capacity	53,038,605	5,663,006	3,304,804	276
	<i>Percent Excess</i>	19%	24%	32%	27%

Activity	Measure	Storage			Loading Docks
		Regular covered storage	Special covered storage	Open Storage	
		K cu ft	K cu ft	K sq ft	
					tons
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	12,994,000	1,882,000	52,000	28
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	5,562,000	704,400	0	34
1	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	7,432,000	1,177,600	52,000	-6
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	13,550,000	2,123,000	2,550,000	60
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	8,755,199	1,149,600	2,192,400	31
2	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	4,794,801	973,400	357,600	29
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	10,848,000	81,000	1,209,000	20
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	4,261,200	38,400	224,399	18
3	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	6,586,800	42,600	984,601	2
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	3,091,000	11,000	178,000	22
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	2,426,401	9,599	125,999	12
4	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	664,599	1,401	52,001	10
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	9,018,000	0	0	26
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	3,883,200	0	0	5
5	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	5,134,800	0	0	21

Resources >>

DDD Activities Under 20% Surge Conditions

Resources >>	Activity	Measure	K cu ft		K sq ft		tons
			Storage		Open Storage	Distribution	
			Regular covered storage	Special covered storage			
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Capacity	1,191,000	977,000	123,000	16	
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Current Usage	859,201	835,196	73,200	7	
6	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	Excess Capacity	331,799	141,804	49,800	9	
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Capacity	12,888,000	320,000	543,000	44	
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Current Usage	10,997,998	249,998	609,600	24	
7	DEFENSE DISTRIBUTION DEPOT HILL, UT	Excess Capacity	1,890,002	70,002	-66,600	20	
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Capacity	4,284,000	215,000	97,000	16	
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Current Usage	4,423,199	202,801	93,600	14	
8	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	Excess Capacity	-139,199	12,199	3,400	2	
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Capacity	16,854,000	1,905,000	127,000	64	
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Current Usage	10,676,401	406,801	10,800	25	
9	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	Excess Capacity	6,177,599	1,498,199	116,200	39	
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Capacity	16,641,000	330,000	544,000	58	
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Current Usage	16,441,200	291,602	542,400	65	
10	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	Excess Capacity	199,800	38,398	1,600	-7	

DDD Activities Under 20% Surge Conditions

Resources >>	Activity	Measure	K cu ft			K sq ft		Distribution Loading Docks
			Regular covered storage	Storage		Open Storage	tons	
				Special covered storage				
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Capacity	3,376,000	291,000	89,000		34	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Current Usage	3,201,599	181,200	39,600		11	
11	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	Excess Capacity	174,401	109,800	49,400		23	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Capacity	1,902,000	25,000	15,000		18	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Current Usage	926,399	23,999	6,001		11	
12	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	Excess Capacity	975,601	1,001	8,999		7	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Capacity	17,514,000	6,641,000	1,868,000		100	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Current Usage	16,118,399	5,557,196	1,515,599		60	
13	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	Excess Capacity	1,395,601	1,083,804	352,401		40	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Capacity	24,005,000	3,016,000	862,000		64	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Current Usage	13,220,399	2,629,200	55,201		16	
14	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	Excess Capacity	10,784,601	386,800	806,799		48	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Capacity	9,062,000	614,000	110,000		48	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Current Usage	7,503,601	582,001	97,200		14	
15	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	Excess Capacity	1,558,399	31,999	12,800		34	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Capacity	43,120,000	1,239,000	555,000		106	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Current Usage	38,223,600	926,401	297,600		64	
16	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	Excess Capacity	4,896,400	312,599	257,400		42	

DDD Activities Under 20% Surge Conditions

Resources >>	Activity	Measure	Storage			tons Distribution
			Regular covered storage	Special covered storage	Open Storage	
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Capacity	53,154,000	2,064,000	259,000	244
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Current Usage	55,941,600	2,386,798	85,200	293
17	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	Excess Capacity	-2,787,600	-322,798	173,800	-49
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Capacity	15,158,000	238,000	901,000	22
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Current Usage	12,734,400	195,600	745,199	8
18	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	Excess Capacity	2,423,600	42,400	155,801	14
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Capacity	16,921,000	1,389,000	292,000	52
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Current Usage	16,376,400	1,327,200	355,199	54
19	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	Excess Capacity	544,600	61,800	-63,199	-2

APPENDIX E: DEFENSE REUTILIZATION MARKETING OFFICE

Supply Methodology

The S&S JCSG capacity model utilizes a standard Supply product to analyze each S&S activity. The standard product, together with four supply resource productivity rates, supports the analysis. These calculations form the basis for the actual capacity determination and analysis of each activity.

Supply Product

The Standard Product for Supply for our Defense Reutilization Marketing Office (DRMO) activities was computed per methodology discussed in Appendix A. The systems output is divided by the number of total standard products required to determine the number of components in each standard product. The number of total Standard Products required for the system as a whole is established by utilizing the supply product with the fewest number of items for simplicity.

Standard Supply Product			
DRMO Function	Resource Output Raw Count	Total Standard Products Required	Number of Each Component in a Standard Product
Number of Line Items Reutilized	108,181	6,089	17.8
Number of Line Items Transferred	17,547	6,089	2.9
Number of Line Items Donated	29,519	6,089	4.8
Number of Line Items Demilitarized	139,900	6,089	23.0
Number of Line Items Sold	277,174	6,089	45.5
Number of Line Items Abandoned and Destroyed	6,089	6,089	1.0

Supply Productivities

Productivity rates for each of the standard Supply resources listed below were computed as discussed in Appendix A utilizing the top performing 50% of DRMOs for each sub function. Because we are using only the top 50% of this group the number of workload counts here will differ from the calculations shown above.

Supply	Resource		
	Wage Grade labor	Supply labor	Work space
Productivity Rate	33.97	22.45	0.0380

	Workload Counts	Labor Resource	Unit Resource Productivity	Work Products in each Standard Product	Productivity per Resource per Standard Product
Wage Grade	387,202	120	3226.68	95.0	33.97
Management	398,751	187	2132.36	95.0	22.45

Supply Work Space	Workload Counts	Work Space Resource
	427,046	118,296
Work Space Productivity per SQ Ft of Work Space		3.61
Work Space Productivity per Standard Product		0.03800

Storage Methodology

Storage capacity utilizes 85% of reported available storage space. This is a common industry standard to account for unusable space supporting materiel handling equipment, allocated for fire lanes, etc. This figure is considered the current capacity. Actual storage space utilized (for each type of storage) is subtracted from current capacity (and minus surge) to arrive at excess capacity. These amounts are rolled up in cubic feet by Covered Storage (General Purpose, Shed and Transitory); in cubic feet for Special Covered Storage (Controlled Humidity, Refrigerated, Flammable, Magazine and Secure); in square feet for Open Storage (Open Improved, Open Unimproved) and in gallons for POL Storage (Dry Tank, POL).

DRMO Totals

The numbers presented below are the totals for all S&S DRMOs.

Table E.1 Supply capacity excess calculations for DRMOs:

<i>Surge</i>	<i>Measure</i>	<i>Sum of Wage Grade Labor (FTEs)</i>	<i>Sum of Supply Labor (FTEs)</i>	<i>Sum of Work Space (sq ft)</i>
No Surge	Current Capacity	328	450	341,440
	Current Usage	178	271	160,225
	Excess Capacity	150	179	181,215
	Percent Excess	46%	40%	53%
10%	Current Capacity	328	450	341,440
	Current Usage	195	298	176,248
	Excess Capacity	133	152	165,192
	Percent Excess	40%	34%	48%
20%	Current Capacity	328	450	341,440
	Current Usage	213	326	192,270
	Excess Capacity	115	124	149,170
	Percent Excess	35%	28%	44%

Table E.2 Storage capacity excess calculations for DRMOs:

<i>Surge</i>	<i>Measure</i>	<i>Sum of Regular Covered Storage (cu ft)</i>	<i>Sum of Special Covered Storage (cu ft)</i>	<i>Sum of Open Storage (sq ft)</i>
No Surge	Current Capacity	68,068,729	4,991,318	36,157,815
	Current Usage	29,421,944	3,975,194	15,064,600
	Excess Capacity	38,646,785	1,016,124	21,093,215
	Percent Excess	57%	20%	58%
10%	Current Capacity	68,068,729	4,991,318	36,157,815
	Current Usage	32,364,138	4,372,713	16,571,060
	Excess Capacity	35,704,591	618,605	19,586,755
	Percent Excess	52%	12%	54%
20%	Current Capacity	68,068,729	4,991,318	36,157,815
	Current Usage	35,306,333	4,770,233	18,077,520
	Excess Capacity	32,762,396	221,085	18,080,295
	Percent Excess	48%	4%	50%

Methodology Demonstration using DRMO Hill

An analysis of DRMO Hill is presented as a demonstration of methodology. The portion of the total DRMO Supply Standard product requirements that DRMO Hill must produce is set at the same proportion as that which they currently contribute to the total supply products (with their assigned resources). In DRMO Hill’s case this is 1.61% of the total number of standard units to be produced in the future by the DRMO Group as a whole. (1.61% of 6,089 or 98.09 Standard Supply Units)

Table E.3 Capacity calculations for Supply and Storage Functions

Activity		Labor	Supply labor	Work	Storage		Open Storage
		Wage Grade labor		Work space	Regular covered storage	Special covered storage	
		FTEs		SQ FT	CU FT	CU FT	
DRMO Hill	Current Capacity	5	19	14,923	1,946,064	224,898	833,283
	Current Usage	3	4	2,581	563,965	65,175	177,834
	Excess Capacity	2	15	12,342	1,382,099	159,723	655,449

Surge Methodology

Surge is an additional demand on an activity’s current resources. For supply, the requirement to produce standard products is increased by 10% and 20% for each activity. For storage, usage rates are computed in the same manner as under normal circumstances and then increased 10% and 20%. Excess capacity is then reduced based on this increase. Tables E.4 and E.5 display DRMO Hill supply and storage calculations at 10% and 20% surge.

Table E.4 Capacity calculations for Supply and Storage Functions at 10% Surge

Activity		Labor		Work	Storage		Open Storage
		Wage Grade labor	Supply labor	Work space	Regular covered storage	Special covered storage	
		FTEs	FTEs	SQ FT	CU FT	CU FT	SQ FT
DRMO Hill	Current Capacity	5	19	14,923	1,946,064	224,898	833,283
	Surge Usage at +10%	3	5	2,839	620,362	71,693	195,617
	Excess Capacity	2	14	12,084	1,325,703	153,206	637,666

Table E.5 Capacity calculations for Supply and Storage Functions at 20% Surge

Activity		Labor		Work	Storage		Open Storage
		Wage Grade labor	Supply labor	Work space	Regular covered storage	Special covered storage	
		FTEs	FTEs	SQ FT	CU FT	CU FT	SQ FT
DRMO Hill	Current Capacity	5	19	14,923	1,946,064	224,898	833,283
	Surge Usage at +20%	3	5	3,097	676,758	78,210	213,401
	Excess Capacity	2	14	11,826	1,269,306	146,688	619,882

Distribution

As DRMO activities do not perform strategic distribution, there are no distribution numbers for this group.

DRMO Activities Under Normal Conditions

DRMO Totals		FTEs		K sq ft		K cu ft		K sq ft	
		Current Capacity	450	341,440	68,068,729	4,991,318	36,157,815		
		Current Usage	271	160,225	29,421,944	3,975,194	15,064,600		
		Excess Capacity	179	181,215	38,646,785	1,016,124	21,093,215		
		Percent Excess	40%	53%	57%	20%	58%		
Resources >>									
Activity	Measure	Supply		Work space	Regular covered storage		Special covered storage		Open Storage
		Wage Grade labor	Supply labor		storage	storage	storage	storage	
1	DRMO ANCHORAGE	2	5	9510	1,280,250	249,276	1,351,800		
1	DRMO ANCHORAGE	1	1	693	672,131	130,870	316,995		
1	DRMO ANCHORAGE	1	4	8,817	608,119	118,406	1,034,805		
2	DRMO ANNISTON	15	11	5690	3,709,790	0	634,000		
2	DRMO ANNISTON	14	21	12,491	3,572,384	0	480,255		
2	DRMO ANNISTON	1	-10	-6,801	137,406	0	153,745		
3	DRMO BARSTOW	7	11	8850	216,574	41,614	3,917,016		
3	DRMO BARSTOW	1	2	1,316	151,602	29,130	111,404		
3	DRMO BARSTOW	6	9	7,534	64,972	12,484	3,805,612		
4	DRMO BENNING	2	3	5549	403,272	41,709	299,196		
4	DRMO BENNING	1	2	1,279	162,300	16,786	101,726		
4	DRMO BENNING	1	1	4,270	240,972	24,923	197,470		
5	DRMO BRAGG	8	8	6065	448,605	61,447	325,467		
5	DRMO BRAGG	2	3	1,699	177,920	24,371	279,917		
5	DRMO BRAGG	6	5	4,366	270,685	37,076	45,550		
6	DRMO CAMPBELL	10	9	4273	1,059,578	17,661	406,526		
6	DRMO CAMPBELL	3	5	3,094	457,490	7,625	193,745		
6	DRMO CAMPBELL	7	4	1,179	602,088	10,036	212,781		
7	DRMO CANNON	0	1	400	13,440	5,695	115,506		
7	DRMO CANNON	na	0	162	194	82	1,155		
7	DRMO CANNON	na	1	238	13,246	5,613	114,351		
8	DRMO CAPE CANAVERAL	1	4	952	31,152	16,321	21,600		
8	DRMO CAPE CANAVERAL	0	0	149	14,797	7,752	12,118		
8	DRMO CAPE CANAVERAL	1	4	803	16,355	8,569	9,482		
9	DRMO COLORADO SPRINGS	5	5	4736	636,864	49,674	741,888		
9	DRMO COLORADO SPRINGS	2	3	1,867	176,897	13,798	192,184		
9	DRMO COLORADO SPRINGS	3	2	2,869	459,967	35,876	549,704		
10	DRMO COLUMBUS	2	7	8831	2,208,230	15,917	120,642		
10	DRMO COLUMBUS	2	3	1,768	1,268,330	9,142	108,578		
10	DRMO COLUMBUS	0	4	7,063	939,900	6,775	12,064		
11	DRMO CORPUS CHRISTI	3	2	2917	273,328	0	422,874		
11	DRMO CORPUS CHRISTI	0	1	307	5,479	0	11,881		
11	DRMO CORPUS CHRISTI	3	1	2,610	267,849	0	410,993		

DRMO Activities Under Normal Conditions

Activity	Measure	FTEs			Supply			Storage		
		Wage Grade labor	FTEs	K sq ft	Supply labor	Work space	Regular covered storage	Special covered storage	Open Storage	
							K cu ft	K cu ft	K sq ft	
12	DRMO CRANE	Current Capacity	7	8	3825	448,672	0	1,071,810		
12	DRMO CRANE	Current Usage	12	18	10,461	189,045	0	322,593		
12	DRMO CRANE	Excess Capacity	-5	-10	-6,636	259,627	0	749,217		
13	DRMO DRUM	Current Capacity	0	1	960	0	0	182,394		
13	DRMO DRUM	Current Usage	na	0	196	0	0	1,104		
13	DRMO DRUM	Excess Capacity	na	1	764	0	0	181,290		
14	DRMO DULUTH	Current Capacity	1	3	1800	218,040	45,920	39,798		
14	DRMO DULUTH	Current Usage	1	1	595	143,906	30,307	26,266		
14	DRMO DULUTH	Excess Capacity	0	2	1,205	74,134	15,613	13,532		
15	DRMO DYESS	Current Capacity	1	2	900	328,520	76,085	40,232		
15	DRMO DYESS	Current Usage	1	1	453	201,390	46,642	24,375		
15	DRMO DYESS	Excess Capacity	0	1	447	127,130	29,443	15,857		
16	DRMO EGLIN	Current Capacity	10	6	4000	1,159,156	72,663	617,112		
16	DRMO EGLIN	Current Usage	2	3	1,864	492,641	30,882	262,273		
16	DRMO EGLIN	Excess Capacity	8	3	2,136	666,515	41,781	354,839		
17	DRMO ELLSWORTH	Current Capacity	1	1	3000	270,000	0	180,000		
17	DRMO ELLSWORTH	Current Usage	0	0	235	179,795	0	157,528		
17	DRMO ELLSWORTH	Excess Capacity	1	1	2,765	90,205	0	22,472		
18	DRMO FAIRBANKS	Current Capacity	2	4	6390	550,620	109,477	761,724		
18	DRMO FAIRBANKS	Current Usage	1	1	732	264,298	52,549	485,218		
18	DRMO FAIRBANKS	Excess Capacity	1	3	5,658	286,322	56,928	276,506		
19	DRMO FAIRCHILD	Current Capacity	0	1	3100	240,000	0	11,400		
19	DRMO FAIRCHILD	Current Usage	na	0	67	144,000	0	7,500		
19	DRMO FAIRCHILD	Excess Capacity	na	1	3,033	96,000	0	3,900		
20	DRMO GREAT FALLS	Current Capacity	2	1	1836	181,640	27,654	150,516		
20	DRMO GREAT FALLS	Current Usage	0	1	372	47,862	7,287	33,866		
20	DRMO GREAT FALLS	Excess Capacity	2	0	1,464	133,778	20,367	116,650		
21	DRMO GREAT LAKES	Current Capacity	1	2	4050	1,018,830	65,026	143,010		
21	DRMO GREAT LAKES	Current Usage	1	1	513	672,428	42,917	94,387		
21	DRMO GREAT LAKES	Excess Capacity	0	1	3,537	346,402	22,109	48,623		
22	DRMO GROTON	Current Capacity	1	4	3247	76,390	12,502	83,610		
22	DRMO GROTON	Current Usage	2	3	1,480	61,876	10,127	20,903		
22	DRMO GROTON	Excess Capacity	-1	1	1,767	14,514	2,375	62,707		
23	DRMO GUAM	Current Capacity	4	12	5101	1,710,000	424,584	386,750		
23	DRMO GUAM	Current Usage	3	5	2,950	493,812	122,611	147,240		
23	DRMO GUAM	Excess Capacity	1	7	2,151	1,216,188	301,973	239,510		
24	DRMO HAWAII	Current Capacity	14	22	15164	1,778,000	265,699	322,000		
24	DRMO HAWAII	Current Usage	12	18	10,583	1,333,500	199,274	257,600		
24	DRMO HAWAII	Excess Capacity	2	4	4,581	444,500	66,425	64,400		
25	DRMO HILL	Current Capacity	5	19	14923	1,946,064	224,898	833,283		
25	DRMO HILL	Current Usage	3	4	2,581	563,965	65,175	177,834		
25	DRMO HILL	Excess Capacity	2	15	12,342	1,382,099	159,723	655,449		
26	DRMO HOLLOWMAN	Current Capacity	3	3	3696	29,304	9,197	371,907		
26	DRMO HOLLOWMAN	Current Usage	1	1	646	422	132	3,719		
26	DRMO HOLLOWMAN	Excess Capacity	2	2	3,050	28,882	9,065	368,188		

Resources >>

DRMO Activities Under Normal Conditions

Activity	Measure	FTEs			Supply			Storage		
		Wage Grade labor	FTEs	K sq ft	Supply labor	Work space	Regular covered storage	Special covered storage	Open Storage	
				K cu ft			K cu ft	K cu ft	K sq ft	
27 DRMO HOMESTEAD	Current Capacity	0	2	1440	2	1440	71,656	0	49,194	
27 DRMO HOMESTEAD	Current Usage	na	1	327	1	327	47,292	0	22,137	
27 DRMO HOMESTEAD	Excess Capacity	na	1	1,113	1	1,113	24,364	0	27,057	
28 DRMO HOOD	Current Capacity	9	11	7599	11	7599	777,052	190,718	401,157	
28 DRMO HOOD	Current Usage	2	3	2,058	3	2,058	723,560	177,589	313,348	
28 DRMO HOOD	Excess Capacity	7	8	5,541	8	5,541	53,492	13,129	87,809	
29 DRMO HUNTSVILLE	Current Capacity	2	2	9077	2	9077	1,819,924	317,995	69,515	
29 DRMO HUNTSVILLE	Current Usage	1	2	989	2	989	1,187,177	207,435	32,085	
29 DRMO HUNTSVILLE	Excess Capacity	1	0	8,088	0	8,088	632,747	110,560	37,430	
30 DRMO JACKSON	Current Capacity	6	4	1809	4	1809	426,900	7,835	369,100	
30 DRMO JACKSON	Current Usage	2	3	1,555	3	1,555	265,285	4,869	260,362	
30 DRMO JACKSON	Excess Capacity	4	1	254	1	254	161,615	2,966	108,738	
31 DRMO JACKSONVILLE	Current Capacity	6	14	13681	14	13681	650,650	7,019	334,494	
31 DRMO JACKSONVILLE	Current Usage	2	4	2,118	4	2,118	309,059	3,334	158,885	
31 DRMO JACKSONVILLE	Excess Capacity	4	10	11,563	10	11,563	341,591	3,685	175,609	
32 DRMO KEESLER	Current Capacity	5	3	1650	3	1650	960,000	19,546	242,235	
32 DRMO KEESLER	Current Usage	2	3	1,701	3	1,701	890,728	18,136	181,630	
32 DRMO KEESLER	Excess Capacity	3	0	-51	0	-51	69,272	1,410	60,605	
33 DRMO KIRTLAND	Current Capacity	2	2	3134	2	3134	30,666	117,315	195,777	
33 DRMO KIRTLAND	Current Usage	1	1	678	1	678	442	0	1,520	
33 DRMO KIRTLAND	Excess Capacity	1	1	2,456	1	2,456	30,224	117,315	194,257	
34 DRMO KNOX	Current Capacity	2	4	2989	4	2989	632,180	2,585	558,102	
34 DRMO KNOX	Current Usage	2	2	1,434	2	1,434	200,131	37	197,845	
34 DRMO KNOX	Excess Capacity	0	2	1,555	2	1,555	432,049	2,548	360,257	
35 DRMO LEJEUNE	Current Capacity	14	13	5517	13	5517	1,287,972	71,680	2,302,785	
35 DRMO LEJEUNE	Current Usage	3	4	2,657	4	2,657	585,320	32,575	1,957,367	
35 DRMO LEJEUNE	Excess Capacity	11	9	2,860	9	2,860	702,652	39,105	345,418	
36 DRMO LETTERKENNY	Current Capacity	1	3	5940	3	5940	745,720	0	630,000	
36 DRMO LETTERKENNY	Current Usage	1	2	1,315	2	1,315	429,301	0	10,974	
36 DRMO LETTERKENNY	Excess Capacity	0	1	4,625	1	4,625	316,419	0	619,026	
37 DRMO LEWIS	Current Capacity	15	19	23430	19	23430	2,782,500	592,195	2,286,000	
37 DRMO LEWIS	Current Usage	6	9	5,065	9	5,065	1,473,390	313,579	1,371,600	
37 DRMO LEWIS	Excess Capacity	9	10	18,365	10	18,365	1,309,110	278,616	914,400	
38 DRMO MEADE	Current Capacity	1	22	6236	22	6236	936,000	0	1,197,900	
38 DRMO MEADE	Current Usage	8	13	7,584	13	7,584	840,000	0	871,200	
38 DRMO MEADE	Excess Capacity	-7	9	-1,348	9	-1,348	96,000	0	326,700	
39 DRMO MECHANICSBURG	Current Capacity	1	13	1804	13	1804	2,776,800	0	890,937	
39 DRMO MECHANICSBURG	Current Usage	3	5	2,702	5	2,702	738,000	0	890,937	
39 DRMO MECHANICSBURG	Excess Capacity	-2	8	-898	8	-898	2,038,800	0	0	
40 DRMO MINOT	Current Capacity	1	2	3360	2	3360	412,250	34,440	87,621	
40 DRMO MINOT	Current Usage	0	1	384	1	384	389,996	32,581	53,661	
40 DRMO MINOT	Excess Capacity	1	1	2,976	1	2,976	22,254	1,859	33,960	
41 DRMO MOUNTAIN HOME	Current Capacity	1	1	800	1	800	300,613	155,686	90,000	
41 DRMO MOUNTAIN HOME	Current Usage	0	1	329	1	329	207,412	107,417	25,203	
41 DRMO MOUNTAIN HOME	Excess Capacity	1	0	471	0	471	93,201	48,269	64,797	

Resources >>

DRMO Activities Under Normal Conditions

Activity	Measure	FTEs			Supply			Storage		
		Wage Grade labor	FTEs	K sq ft	Supply labor	Work space	Regular covered storage	Special covered storage	Open Storage	
				K cu ft		K sq ft	K cu ft	K cu ft	K sq ft	
42	DRMO NELLIS	Current Capacity	2	1	4828	137,072	20,669	306,693		
42	DRMO NELLIS	Current Usage	0	1	324	130,218	19,635	129,578		
42	DRMO NELLIS	Excess Capacity	2	0	4,504	6,854	1,034	177,115		
43	DRMO NORFOLK	Current Capacity	20	22	1200	7,326,232	0	112,500		
43	DRMO NORFOLK	Current Usage	4	7	3,840	1,144,780	0	50,100		
43	DRMO NORFOLK	Excess Capacity	16	15	-2,640	6,181,452	0	62,400		
44	DRMO OFFUTT	Current Capacity	2	1	1200	329,176	43,775	122,400		
44	DRMO OFFUTT	Current Usage	1	1	564	282,968	37,630	94,230		
44	DRMO OFFUTT	Excess Capacity	1	0	636	46,208	6,145	28,170		
45	DRMO OKLAHOMA CITY	Current Capacity	12	15	10480	1,538,483	346,825	655,440		
45	DRMO OKLAHOMA CITY	Current Usage	3	4	2,528	251,031	56,591	121,692		
45	DRMO OKLAHOMA CITY	Excess Capacity	9	11	7,952	1,287,452	290,234	533,748		
46	DRMO POLK	Current Capacity	3	2	1625	26,400	3,416	293,600		
46	DRMO POLK	Current Usage	2	2	1,391	10,193	1,319	57,897		
46	DRMO POLK	Excess Capacity	1	0	234	16,207	2,097	235,703		
47	DRMO PORT HUENEME	Current Capacity	2	2	5354	1,069,800	0	377,600		
47	DRMO PORT HUENEME	Current Usage	1	1	535	524,202	0	185,024		
47	DRMO PORT HUENEME	Excess Capacity	1	1	4,819	545,598	0	192,576		
48	DRMO PORTSMOUTH	Current Capacity	1	4	2304	480,960	0	26,250		
48	DRMO PORTSMOUTH	Current Usage	3	4	2,318	0	277,978	3,438		
48	DRMO PORTSMOUTH	Excess Capacity	-2	0	-14	480,960	-277,978	22,812		
49	DRMO RICHMOND	Current Capacity	1	9	9234	2,204,904	506,996	387,208		
49	DRMO RICHMOND	Current Usage	5	7	4,056	1,056,720	242,982	44,534		
49	DRMO RICHMOND	Excess Capacity	-4	2	5,178	1,148,184	264,014	342,674		
50	DRMO RILEY	Current Capacity	6	9	4284	696,000	6,561	347,711		
50	DRMO RILEY	Current Usage	2	4	2,140	491,511	4,634	278,692		
50	DRMO RILEY	Excess Capacity	4	5	2,144	204,489	1,927	69,019		
51	DRMO ROCK ISLAND	Current Capacity	2	2	2750	583,870	0	456,192		
51	DRMO ROCK ISLAND	Current Usage	1	2	1,202	385,354	0	301,087		
51	DRMO ROCK ISLAND	Excess Capacity	1	0	1,548	198,516	0	155,105		
52	DRMO SAN ANTONIO	Current Capacity	8	11	13958	2,717,085	35,141	306,000		
52	DRMO SAN ANTONIO	Current Usage	3	5	2,765	78,284	1,012	33,562		
52	DRMO SAN ANTONIO	Excess Capacity	5	6	11,193	2,638,801	34,129	272,438		
53	DRMO SAN DIEGO	Current Capacity	24	25	14784	1,159,824	0	855,630		
53	DRMO SAN DIEGO	Current Usage	6	8	4,943	566,843	0	389,312		
53	DRMO SAN DIEGO	Excess Capacity	18	17	9,841	592,981	0	466,318		
54	DRMO SCOTT	Current Capacity	4	5	600	613,200	0	0		
54	DRMO SCOTT	Current Usage	1	2	1,215	202,356	0	0		
54	DRMO SCOTT	Excess Capacity	3	3	-615	410,844	0	0		
55	DRMO SELFRIEDGE	Current Capacity	3	3	3538	652,960	51,822	296,064		
55	DRMO SELFRIEDGE	Current Usage	1	2	1,114	322,088	25,563	62,401		
55	DRMO SELFRIEDGE	Excess Capacity	2	1	2,424	330,872	26,259	233,663		

DRMO Activities Under Normal Conditions

Resources >>		FTEs		FTEs		K sq ft		K cu ft		K sq ft		K sq ft	
Activity	Measure	Wage Grade labor		Supply		Work space	Regular covered storage		Special covered storage		Open Storage		
				Supply labor									
56	DRMO SIERRA	Current Capacity	2	1	700	844,800	0	968,328					
56	DRMO SIERRA	Current Usage	0	0	92	253,440	0	242,082					
56	DRMO SIERRA	Excess Capacity	2	1	608	591,360	0	726,246					
57	DRMO SPARTA	Current Capacity	1	4	1800	291,000	22,885	367,525					
57	DRMO SPARTA	Current Usage	1	2	925	192,060	15,104	176,567					
57	DRMO SPARTA	Excess Capacity	0	2	875	98,940	7,781	190,958					
58	DRMO ST JULIENS	Current Capacity	1	3	2048	225,000	0	1,524,240					
58	DRMO ST JULIENS	Current Usage	4	5	3,181	0	13,500	742,308					
58	DRMO ST JULIENS	Excess Capacity	-3	-2	-1,133	225,000	-13,500	781,932					
59	DRMO STEWART	Current Capacity	3	4	4120	516,665	161,371	308,997					
59	DRMO STEWART	Current Usage	1	1	814	255,749	0	4,623					
59	DRMO STEWART	Excess Capacity	2	3	3,306	260,916	161,371	304,374					
60	DRMO STOCKTON	Current Capacity	7	14	10492	2,380,800	0	13,194					
60	DRMO STOCKTON	Current Usage	2	4	2,147	999,936	0	3,695					
60	DRMO STOCKTON	Excess Capacity	5	10	8,345	1,380,864	0	9,499					
61	DRMO TEXARKANA	Current Capacity	19	9	5076	4,510,292	299,467	1,486,000					
61	DRMO TEXARKANA	Current Usage	13	19	11,222	1,043,068	69,256	775,596					
61	DRMO TEXARKANA	Excess Capacity	6	-10	-6,146	3,467,224	230,211	710,404					
62	DRMO TOBYHANNA	Current Capacity	2	3	1956	460,800	0	181,288					
62	DRMO TOBYHANNA	Current Usage	2	4	2,138	460,800	0	181,288					
62	DRMO TOBYHANNA	Excess Capacity	0	-1	-182	0	0	0					
63	DRMO TUCSON	Current Capacity	15	12	3744	37,000	6,050	1,455,408					
63	DRMO TUCSON	Current Usage	16	25	14,729	533	87	14,554					
63	DRMO TUCSON	Excess Capacity	-1	-13	-10,985	36,467	5,963	1,440,854					
64	DRMO VANDENBERG	Current Capacity	1	2	4800	219,200	0	54,498					
64	DRMO VANDENBERG	Current Usage	1	1	584	131,520	0	32,698					
64	DRMO VANDENBERG	Excess Capacity	0	1	4,216	87,680	0	21,800					
65	DRMO WARNER ROBINS	Current Capacity	11	12	7860	2,595,332	136,307	1,631,592					
65	DRMO WARNER ROBINS	Current Usage	3	5	3,050	778,600	40,892	669,732					
65	DRMO WARNER ROBINS	Excess Capacity	8	7	4,810	1,816,732	95,415	961,860					
66	DRMO WHITEMAN	Current Capacity	0	2	2004	0	0	117,657					
66	DRMO WHITEMAN	Current Usage	na	1	722	124,133	0	77,654					
66	DRMO WHITEMAN	Excess Capacity	na	1	1,282	-124,133	0	40,003					
67	DRMO WRIGHT PATTERSON	Current Capacity	3	3	2470	1,604,672	0	248,922					
67	DRMO WRIGHT PATTERSON	Current Usage	3	4	2,239	0	1,424,000	211,138					
67	DRMO WRIGHT PATTERSON	Excess Capacity	0	-1	231	1,604,672	-1,424,000	37,784					

DRMO Activities Under 10% Surge Conditions

DRMO Totals		Current Capacity		328		450		341,440		68,068,729		4,991,318		36,157,815	
		Current Usage		195		298		176,248		32,364,138		4,372,713		16,571,060	
		Excess Capacity		133		152		165,192		35,704,591		618,605		19,586,755	
		Percent Excess		40%		34%		48%		52%		12%		54%	
Resources >>>															
Activity	Measure	Supply				Storage									
		Wage Grade labor	FTEs	K sq ft	K cu ft	Regular covered storage	Special covered storage	Open Storage	K sq ft	K cu ft	K sq ft				
1	DRMO ANCHORAGE	2	5	9510		1,280,250	249,276	1,351,800							
1	DRMO ANCHORAGE	1	1	762		739,344	143,957	348,695							
1	DRMO ANCHORAGE	1	4	8,748		540,906	105,319	1,003,106							
2	DRMO ANNISTON	15	11	5690		3,709,790	0	634,000							
2	DRMO ANNISTON	0	-12	-8,050		3,929,622	0	528,281							
3	DRMO BARSTOW	7	11	8850		216,574	41,614	3,917,016							
3	DRMO BARSTOW	2	2	1,448		166,762	32,043	122,544							
3	DRMO BARSTOW	5	9	7,402		49,812	9,571	3,794,472							
4	DRMO BENNING	2	3	5549		403,272	41,709	299,196							
4	DRMO BENNING	2	2	1,407		178,530	18,465	111,899							
4	DRMO BENNING	0	1	4,142		224,742	23,244	187,297							
5	DRMO BRAGG	8	8	6065		448,605	61,447	325,467							
5	DRMO BRAGG	2	3	1,869		195,712	26,808	307,909							
5	DRMO BRAGG	6	5	4,196		252,893	34,639	17,558							
6	DRMO CAMPBELL	10	9	4273		1,059,578	17,661	406,526							
6	DRMO CAMPBELL	4	6	3,403		503,239	8,388	213,120							
6	DRMO CAMPBELL	6	3	870		556,339	9,274	193,407							
7	DRMO CANNON	0	1	400		13,440	5,695	115,506							
7	DRMO CANNON	na	0	179		213	90	1,271							
7	DRMO CANNON	na	1	221		13,227	5,605	114,236							
8	DRMO CAPE CANAVERAL	1	4	952		31,152	16,321	21,600							
8	DRMO CAPE CANAVERAL	0	0	164		16,277	8,527	13,330							
8	DRMO CAPE CANAVERAL	1	4	788		14,875	7,794	8,270							
9	DRMO COLORADO SPRINGS	5	5	4736		636,864	49,674	741,888							
9	DRMO COLORADO SPRINGS	2	3	2,053		194,587	15,178	211,402							
9	DRMO COLORADO SPRINGS	3	2	2,683		442,277	34,496	530,486							
10	DRMO COLUMBUS	2	7	8831		2,208,230	15,917	120,642							
10	DRMO COLUMBUS	2	3	1,945		1,395,163	10,056	119,436							
10	DRMO COLUMBUS	0	4	6,886		813,067	5,861	1,206							
11	DRMO CORPUS CHRISTI	3	2	2917		273,328	0	422,874							
11	DRMO CORPUS CHRISTI	0	1	337		6,027	0	13,069							
11	DRMO CORPUS CHRISTI	3	1	2,580		267,301	0	409,805							
12	DRMO CRANE	7	8	3825		448,672	0	1,071,810							
12	DRMO CRANE	13	19	11,507		207,950	0	354,852							
12	DRMO CRANE	-6	-11	-7,682		240,723	0	716,958							

DRMO Activities Under 10% Surge Conditions

Resources >>		FTEs		FTEs		K. sq ft		K. cu ft		K. sq ft	
Activity	Measure	Wage Grade labor		Supply		Work space	Regular covered storage		Storage		Open Storage
				Supply labor			Special covered storage	storage			
13	DRMO DRUM	0	na	1	0	960	0	0	0	0	182,394
13	DRMO DRUM	0	na	0	0	216	0	0	0	0	1,214
13	DRMO DRUM	0	na	1	1	744	0	0	0	0	181,180
14	DRMO DULUTH	1	1	3	1	1800	218,040	45,920	33,338	39,798	39,798
14	DRMO DULUTH	1	1	1	1	654	158,297	33,338	28,893	28,893	28,893
14	DRMO DULUTH	0	0	2	2	1,146	59,743	12,582	10,905	10,905	10,905
15	DRMO DYESS	1	1	2	2	900	328,520	76,085	40,232	40,232	40,232
15	DRMO DYESS	1	1	1	1	498	221,529	51,306	26,813	26,813	26,813
15	DRMO DYESS	0	0	1	1	402	106,991	24,779	13,420	13,420	13,420
16	DRMO EGLIN	10	10	6	6	4000	1,159,156	72,663	617,112	617,112	617,112
16	DRMO EGLIN	2	2	3	3	2,050	541,905	33,970	288,500	288,500	288,500
16	DRMO EGLIN	8	8	3	3	1,950	617,251	38,693	328,612	328,612	328,612
17	DRMO ELLSWORTH	1	1	1	1	3000	270,000	0	180,000	180,000	180,000
17	DRMO ELLSWORTH	0	0	0	0	259	197,775	0	173,281	173,281	173,281
17	DRMO ELLSWORTH	1	1	1	1	2,741	72,226	0	6,719	6,719	6,719
18	DRMO FAIRBANKS	2	2	4	4	6390	550,620	109,477	761,724	761,724	761,724
18	DRMO FAIRBANKS	1	1	1	1	805	290,728	57,804	533,740	533,740	533,740
18	DRMO FAIRBANKS	1	1	3	3	5,585	259,892	51,673	227,984	227,984	227,984
19	DRMO FAIRCHILD	0	0	1	1	3100	240,000	0	11,400	11,400	11,400
19	DRMO FAIRCHILD	na	na	0	0	74	158,400	0	8,250	8,250	8,250
19	DRMO FAIRCHILD	na	na	1	1	3,026	81,600	0	3,150	3,150	3,150
20	DRMO GREAT FALLS	2	2	1	1	1836	181,640	27,654	150,516	150,516	150,516
20	DRMO GREAT FALLS	0	0	1	1	409	52,648	8,016	37,253	37,253	37,253
20	DRMO GREAT FALLS	2	2	0	0	1,427	128,992	19,638	113,263	113,263	113,263
21	DRMO GREAT LAKES	1	1	2	2	4050	1,018,830	65,026	143,010	143,010	143,010
21	DRMO GREAT LAKES	1	1	1	1	564	739,671	47,209	103,826	103,826	103,826
21	DRMO GREAT LAKES	0	0	1	1	3,486	279,159	17,817	39,184	39,184	39,184
22	DRMO GROTON	1	1	4	4	3247	76,390	12,502	83,610	83,610	83,610
22	DRMO GROTON	2	2	3	3	1,628	68,064	11,140	22,993	22,993	22,993
22	DRMO GROTON	-1	-1	1	1	1,619	8,326	1,362	60,617	60,617	60,617
23	DRMO GUAM	4	4	12	12	5101	1,710,000	424,584	386,750	386,750	386,750
23	DRMO GUAM	4	4	5	5	3,245	543,193	134,872	161,964	161,964	161,964
23	DRMO GUAM	0	0	7	7	1,856	1,166,807	289,712	224,786	224,786	224,786
24	DRMO HAWAII	14	14	22	22	15164	1,778,000	265,699	322,000	322,000	322,000
24	DRMO HAWAII	13	13	20	20	11,641	1,466,850	219,201	283,360	283,360	283,360
24	DRMO HAWAII	1	1	2	2	3,523	311,150	46,498	38,640	38,640	38,640
25	DRMO HILL	5	5	19	19	14923	1,946,064	224,898	833,283	833,283	833,283
25	DRMO HILL	3	3	5	5	2,839	620,362	71,693	195,617	195,617	195,617
25	DRMO HILL	2	2	14	14	12,084	1,325,703	153,206	637,666	637,666	637,666
26	DRMO HOLLOMAN	3	3	3	3	3696	29,304	9,197	371,907	371,907	371,907
26	DRMO HOLLOMAN	1	1	1	1	710	464	145	4,091	4,091	4,091
26	DRMO HOLLOMAN	2	2	2	2	2,986	28,840	9,052	367,816	367,816	367,816

DRMO Activities Under 10% Surge Conditions

Activity	Resources >>		Measure	Supply		Work space	K sq ft		K cu ft		K sq ft
	FTEs	FTEs		Regular covered storage	Special covered storage		Open Storage				
	Wage Grade labor	Supply labor		Regular covered storage	Special covered storage		Open Storage				
27 DRMO HOMESTEAD	0	2	Current Capacity	1440	71,656	0	49,194				
27 DRMO HOMESTEAD	na	1	Current Usage	360	52,021	0	24,351				
27 DRMO HOMESTEAD	na	1	Excess Capacity	1,080	19,635	0	24,843				
28 DRMO HOOD	9	11	Current Capacity	7599	777,052	190,718	401,157				
28 DRMO HOOD	3	4	Current Usage	2,264	795,916	195,348	344,683				
28 DRMO HOOD	6	7	Excess Capacity	5,335	-18,864	-4,630	56,474				
29 DRMO HUNTSVILLE	2	2	Current Capacity	9077	1,819,924	317,995	69,515				
29 DRMO HUNTSVILLE	1	2	Current Usage	1,088	1,305,895	228,179	35,294				
29 DRMO HUNTSVILLE	1	0	Excess Capacity	7,989	514,029	89,817	34,222				
30 DRMO JACKSON	6	4	Current Capacity	1809	426,900	7,835	369,100				
30 DRMO JACKSON	2	3	Current Usage	1,710	291,814	5,356	286,398				
30 DRMO JACKSON	4	1	Excess Capacity	99	135,087	2,479	82,702				
31 DRMO JACKSONVILLE	6	14	Current Capacity	13681	650,650	7,019	334,494				
31 DRMO JACKSONVILLE	3	4	Current Usage	2,330	339,965	3,667	174,774				
31 DRMO JACKSONVILLE	3	10	Excess Capacity	11,351	310,685	3,352	159,721				
32 DRMO KEESLER	5	3	Current Capacity	1650	960,000	19,546	242,235				
32 DRMO KEESLER	2	3	Current Usage	1,871	979,801	19,950	199,793				
32 DRMO KEESLER	3	0	Excess Capacity	-221	-19,801	-404	42,442				
33 DRMO KIRTLAND	2	2	Current Capacity	3134	30,666	117,315	195,777				
33 DRMO KIRTLAND	1	1	Current Usage	746	486	0	1,672				
33 DRMO KIRTLAND	1	1	Excess Capacity	2,388	30,180	117,315	194,105				
34 DRMO KNOX	2	4	Current Capacity	2989	632,180	2,585	558,102				
34 DRMO KNOX	2	3	Current Usage	1,577	220,144	41	217,630				
34 DRMO KNOX	0	1	Excess Capacity	1,412	412,036	2,544	340,473				
35 DRMO LEJUNE	14	13	Current Capacity	5517	1,287,972	71,680	2,302,785				
35 DRMO LEJUNE	3	5	Current Usage	2,922	643,852	35,833	2,153,104				
35 DRMO LEJUNE	11	8	Excess Capacity	2,595	644,120	35,848	149,681				
36 DRMO LETTERKENNY	1	3	Current Capacity	5940	745,720	0	630,000				
36 DRMO LETTERKENNY	2	2	Current Usage	1,447	472,231	0	12,071				
36 DRMO LETTERKENNY	-1	1	Excess Capacity	4,493	273,489	0	617,929				
37 DRMO LEWIS	15	19	Current Capacity	23430	2,782,500	592,195	2,286,000				
37 DRMO LEWIS	6	9	Current Usage	5,572	1,620,729	344,937	1,508,760				
37 DRMO LEWIS	9	10	Excess Capacity	17,858	1,161,771	247,258	777,240				
38 DRMO MEADE	1	22	Current Capacity	6236	936,000	0	1,197,900				
38 DRMO MEADE	9	14	Current Usage	8,343	924,000	0	958,320				
38 DRMO MEADE	-8	8	Excess Capacity	-2,107	12,000	0	239,580				
39 DRMO MECHANICSBURG	1	13	Current Capacity	1804	2,776,800	0	890,937				
39 DRMO MECHANICSBURG	3	5	Current Usage	2,972	811,800	0	980,031				
39 DRMO MECHANICSBURG	-2	8	Excess Capacity	-1,168	1,965,000	0	-89,094				
40 DRMO MINOT	1	2	Current Capacity	3360	412,250	34,440	87,621				
40 DRMO MINOT	0	1	Current Usage	423	428,996	35,839	59,027				
40 DRMO MINOT	1	1	Excess Capacity	2,937	-16,746	-1,399	28,594				
41 DRMO MOUNTAIN HOME	1	1	Current Capacity	800	300,613	155,686	90,000				
41 DRMO MOUNTAIN HOME	0	1	Current Usage	362	228,153	118,159	27,723				
41 DRMO MOUNTAIN HOME	1	0	Excess Capacity	438	72,460	37,527	62,277				

DRMO Activities Under 10% Surge Conditions

Activity	Resources >>		FTEs		FTEs		K sq ft		K cu ft		K sq ft	
	Measure		Supply		Work space		Regular covered storage		Special covered storage		Open Storage	
	Wage Grade labor	Supply labor	Supply labor	Work space	Regular covered storage	Special covered storage	Open Storage					
42	DRMO NELLIS	Current Capacity	2	1	4828	137,072	20,669	306,693				
42	DRMO NELLIS	Current Usage	0	1	357	143,240	21,599	142,536				
42	DRMO NELLIS	Excess Capacity	2	0	4,471	-6,168	-930	164,157				
43	DRMO NORFOLK	Current Capacity	20	22	1200	7,326,232	0	112,500				
43	DRMO NORFOLK	Current Usage	5	7	4,225	1,259,258	0	55,110				
43	DRMO NORFOLK	Excess Capacity	15	15	-3,025	6,066,974	0	57,390				
44	DRMO OFFUTT	Current Capacity	2	1	1200	329,176	43,775	122,400				
44	DRMO OFFUTT	Current Usage	1	1	620	311,265	41,393	103,653				
44	DRMO OFFUTT	Excess Capacity	1	0	580	17,911	2,382	18,747				
45	DRMO OKLAHOMA CITY	Current Capacity	12	15	10480	1,538,483	346,825	655,440				
45	DRMO OKLAHOMA CITY	Current Usage	3	5	2,780	276,134	62,250	133,861				
45	DRMO OKLAHOMA CITY	Excess Capacity	9	10	7,700	1,262,349	284,575	521,579				
46	DRMO POLK	Current Capacity	3	2	1625	26,400	3,416	293,600				
46	DRMO POLK	Current Usage	2	3	1,530	11,212	1,451	63,687				
46	DRMO POLK	Excess Capacity	1	-1	95	15,188	1,965	229,913				
47	DRMO PORT HUENEME	Current Capacity	2	2	5354	1,069,800	0	377,600				
47	DRMO PORT HUENEME	Current Usage	1	1	589	576,622	0	203,526				
47	DRMO PORT HUENEME	Excess Capacity	1	1	4,765	493,178	0	174,074				
48	DRMO PORTSMOUTH	Current Capacity	1	4	2304	480,960	0	26,250				
48	DRMO PORTSMOUTH	Current Usage	3	4	2,550	0	305,776	3,782				
48	DRMO PORTSMOUTH	Excess Capacity	-2	0	-246	480,960	-305,776	22,468				
49	DRMO RICHMOND	Current Capacity	1	9	9234	2,204,904	506,996	387,208				
49	DRMO RICHMOND	Current Usage	5	8	4,462	1,162,392	267,280	48,987				
49	DRMO RICHMOND	Excess Capacity	-4	1	4,772	1,042,512	239,716	338,221				
50	DRMO RILEY	Current Capacity	6	9	4284	696,000	6,561	347,711				
50	DRMO RILEY	Current Usage	3	4	2,354	540,662	5,097	306,561				
50	DRMO RILEY	Excess Capacity	-3	5	1,930	155,338	1,464	41,150				
51	DRMO ROCK ISLAND	Current Capacity	2	2	2750	583,870	0	456,192				
51	DRMO ROCK ISLAND	Current Usage	1	2	1,322	423,889	0	331,196				
51	DRMO ROCK ISLAND	Excess Capacity	1	0	1,428	159,981	0	124,996				
52	DRMO SAN ANTONIO	Current Capacity	8	11	13958	2,717,085	35,141	306,000				
52	DRMO SAN ANTONIO	Current Usage	3	5	3,041	86,112	1,113	36,918				
52	DRMO SAN ANTONIO	Excess Capacity	5	6	10,917	2,630,973	34,028	269,082				
53	DRMO SAN DIEGO	Current Capacity	24	25	14784	1,159,824	0	855,630				
53	DRMO SAN DIEGO	Current Usage	6	9	5,437	623,527	0	428,243				
53	DRMO SAN DIEGO	Excess Capacity	18	16	9,347	536,297	0	427,387				
54	DRMO SCOTT	Current Capacity	4	5	600	613,200	0	0				
54	DRMO SCOTT	Current Usage	1	2	1,336	222,592	0	0				
54	DRMO SCOTT	Excess Capacity	3	3	-736	390,608	0	0				
55	DRMO SELFRIDGE	Current Capacity	3	3	3538	652,960	51,822	296,064				
55	DRMO SELFRIDGE	Current Usage	1	2	1,226	354,297	28,119	68,641				
55	DRMO SELFRIDGE	Excess Capacity	2	1	2,312	298,663	23,703	227,423				

DRMO Activities Under 10% Surge Conditions

Activity	Resources >>		FTEs		K sq ft		K cu ft		K sq ft	
	Wage Grade labor	Supply labor	Supply		Work space	Storage		Open Storage		
			Wage Grade labor	Supply labor		Regular covered storage	Special covered storage			
56 DRMO SIERRA	2	1	700	844,800	0	968,328				
56 DRMO SIERRA	0	0	101	278,784	0	266,290				
56 DRMO SIERRA	2	1	599	566,016	0	702,038				
57 DRMO SPARTA	1	4	1800	291,000	22,885	367,525				
57 DRMO SPARTA	1	2	1,017	211,266	16,614	194,224				
57 DRMO SPARTA	0	2	783	79,734	6,271	173,301				
58 DRMO ST JULIENS	1	3	2048	225,000	0	1,524,240				
58 DRMO ST JULIENS	4	6	3,499	0	14,850	816,539				
58 DRMO ST JULIENS	-3	-3	-1,451	225,000	-14,850	707,701				
59 DRMO STEWART	3	4	4120	516,665	161,371	308,997				
59 DRMO STEWART	1	2	896	281,324	0	5,085				
59 DRMO STEWART	2	2	3,224	235,341	161,371	303,912				
60 DRMO STOCKTON	7	14	10492	2,380,800	0	13,194				
60 DRMO STOCKTON	3	4	2,362	1,099,930	0	4,065				
60 DRMO STOCKTON	4	10	8,130	1,280,870	0	9,130				
61 DRMO TEXARKANA	19	9	5076	4,510,292	299,467	1,486,000				
61 DRMO TEXARKANA	14	21	12,344	1,147,375	76,182	853,156				
61 DRMO TEXARKANA	5	-12	-7,268	3,362,917	223,285	632,844				
62 DRMO TOBYHANNA	2	3	1956	460,800	0	181,288				
62 DRMO TOBYHANNA	3	4	2,352	506,880	0	199,417				
62 DRMO TOBYHANNA	-1	-1	-396	-46,080	0	-18,129				
63 DRMO TUCSON	15	12	3744	37,000	6,050	1,455,408				
63 DRMO TUCSON	18	27	16,201	586	96	16,009				
63 DRMO TUCSON	-3	-15	-12,457	36,414	5,954	1,439,399				
64 DRMO VANDENBERG	1	2	4800	219,200	0	54,498				
64 DRMO VANDENBERG	1	1	642	144,672	0	35,968				
64 DRMO VANDENBERG	0	1	4,158	74,528	0	18,530				
65 DRMO WARNER ROBINS	11	12	7860	2,595,332	136,307	1,631,592				
65 DRMO WARNER ROBINS	4	6	3,355	856,460	44,981	736,705				
65 DRMO WARNER ROBINS	7	6	4,505	1,738,872	91,326	894,887				
66 DRMO WHITEMAN	0	2	2004	0	0	117,657				
66 DRMO WHITEMAN	na	1	794	136,546	0	85,419				
66 DRMO WHITEMAN	na	1	1,210	-136,546	0	32,238				
67 DRMO WRIGHT PATTERSON	3	3	2470	1,604,672	0	248,922				
67 DRMO WRIGHT PATTERSON	3	4	2,462	0	1,566,400	232,252				
67 DRMO WRIGHT PATTERSON	0	-1	8	1,604,672	-1,566,400	16,670				

DRMO Activities Under 20% Surge Conditions

DRMO Totals		FTEs		FTEs		K sq ft		K cu ft		K sq ft					
		Current Capacity	328	450	341,440	68,068,729	4,991,318	36,157,815	Current Usage	213	326	192,270	35,306,333	4,770,233	18,077,520
		Excess Capacity	115	124	149,170	32,762,396	221,085	18,080,295	Percent Excess	35%	28%	44%	48%	4%	50%
Resources >>>															
Activity	Measure	Wage Grade labor		Supply		Work space		Regular covered storage		Special covered storage		Open Storage			
1	DRMO ANCHORAGE	2	5	9510	1,280,250	249,276	1,351,800								
1	DRMO ANCHORAGE	0.9	1	831	806,557	157,044	380,394								
1	DRMO ANCHORAGE	1	4	8,679	473,693	92,232	971,406								
2	DRMO ANNISTON	15	11	5690	3,709,790	0	634,000								
2	DRMO ANNISTON	17	25	14,989	4,286,861	0	576,306								
2	DRMO ANNISTON	-2	-14	-9,299	-577,071	0	57,694								
3	DRMO BARSTOW	7	11	8850	216,574	41,614	3,917,016								
3	DRMO BARSTOW	2	3	1,579	181,922	34,956	133,685								
3	DRMO BARSTOW	5	8	7,271	34,652	6,658	3,783,331								
4	DRMO BENNING	2	3	5549	403,272	41,709	299,196								
4	DRMO BENNING	2	3	1,534	194,760	20,143	122,071								
4	DRMO BENNING	0	0	4,015	208,512	21,566	177,125								
5	DRMO BRAGG	8	8	6065	448,605	61,447	325,467								
5	DRMO BRAGG	2	3	2,039	213,504	29,245	335,900								
5	DRMO BRAGG	6	5	4,026	235,101	32,202	-10,433								
6	DRMO CAMPBELL	10	9	4273	1,059,578	17,661	406,526								
6	DRMO CAMPBELL	4	6	3,712	548,988	9,150	232,494								
6	DRMO CAMPBELL	6	3	561	510,590	8,511	174,032								
7	DRMO CANNON	0	1	400	13,440	5,695	115,506								
7	DRMO CANNON	na	0	195	233	98	1,386								
7	DRMO CANNON	na	1	205	13,207	5,597	114,120								
8	DRMO CAPE CANAVERAL	1	4	952	31,152	16,321	21,600								
8	DRMO CAPE CANAVERAL	0	0	179	17,756	9,302	14,542								
8	DRMO CAPE CANAVERAL	1	4	773	13,396	7,019	7,058								
9	DRMO COLORADO SPRINGS	5	5	4736	636,864	49,674	741,888								
9	DRMO COLORADO SPRINGS	3	4	2,240	212,276	16,558	230,621								
9	DRMO COLORADO SPRINGS	2	1	2,496	424,588	33,116	511,267								
10	DRMO COLUMBUS	2	7	8831	2,208,230	15,917	120,642								
10	DRMO COLUMBUS	2	4	2,122	1,521,996	10,970	130,294								
10	DRMO COLUMBUS	0	3	6,709	686,234	4,947	-9,652								
11	DRMO CORPUS CHRISTI	3	2	2917	273,328	0	422,874								
11	DRMO CORPUS CHRISTI	0	1	368	6,575	0	14,257								
11	DRMO CORPUS CHRISTI	3	1	2,549	266,753	0	408,617								
12	DRMO CRANE	7	8	3825	448,672	0	1,071,810								
12	DRMO CRANE	14	21	12,554	226,854	0	387,112								
12	DRMO CRANE	-7	-13	-8,729	221,818	0	684,698								

DRMO Activities Under 20% Surge Conditions

Activity	Resources >>		Measure	FTEs		Work space	Supply		K. cu ft	Storage		K. sq ft
	Wage labor	labor		K. sq ft	Supply labor		K. cu ft	Regular covered storage		Special storage	Open Storage	
13 DRMO DRUM	0	na	Current Capacity	1	960	0	0	0	0	0	182,394	
13 DRMO DRUM	0	na	Current Usage	0	235	0	0	0	0	0	1,325	
13 DRMO DRUM	0	na	Excess Capacity	1	725	0	0	0	0	0	181,069	
14 DRMO DULUTH	1	1	Current Capacity	3	1800	218,040	45,920	39,798	45,920	36,368	31,519	
14 DRMO DULUTH	1	1	Current Usage	2	1,086	172,687	45,353	8,279	45,353	76,085	40,232	
14 DRMO DULUTH	0	0	Excess Capacity	1	714	328,520	241,668	29,250	241,668	20,115	10,982	
15 DRMO DYESS	1	1	Current Capacity	2	900	1,159,156	72,663	617,112	72,663	37,058	314,728	
15 DRMO DYESS	1	1	Current Usage	1	543	591,169	37,058	314,728	37,058	35,605	302,384	
15 DRMO DYESS	0	0	Excess Capacity	1	357	86,852	20,115	10,982	86,852	0	180,000	
16 DRMO EGLIN	10	7	Current Capacity	6	4000	270,000	0	180,000	270,000	0	189,034	
16 DRMO EGLIN	3	7	Current Usage	4	2,237	215,754	0	189,034	215,754	0	-9,034	
16 DRMO EGLIN	7	7	Excess Capacity	2	1,763	54,246	0	0	54,246	0	0	
17 DRMO ELLSWORTH	1	1	Current Capacity	1	3000	550,620	109,477	761,724	550,620	63,059	582,262	
17 DRMO ELLSWORTH	0	0	Current Usage	0	282	317,158	63,059	582,262	317,158	46,418	179,462	
17 DRMO ELLSWORTH	1	1	Excess Capacity	1	2,718	233,462	46,418	179,462	233,462	0	11,400	
18 DRMO FAIRBANKS	2	2	Current Capacity	4	6390	240,000	0	11,400	240,000	0	9,000	
18 DRMO FAIRBANKS	1	1	Current Usage	1	878	172,800	0	9,000	172,800	0	2,400	
18 DRMO FAIRBANKS	1	1	Excess Capacity	3	5,512	67,200	0	2,400	67,200	0	0	
19 DRMO FAIRCHILD	0	na	Current Capacity	1	3100	181,640	27,654	150,516	181,640	8,744	40,639	
19 DRMO FAIRCHILD	na	na	Current Usage	0	81	57,434	8,744	40,639	57,434	51,500	113,264	
19 DRMO FAIRCHILD	na	na	Excess Capacity	1	3,019	124,206	18,910	109,877	124,206	13,526	29,746	
20 DRMO GREAT FALLS	2	2	Current Capacity	1	1836	4050	65,026	143,010	4050	12,502	83,610	
20 DRMO GREAT FALLS	0	0	Current Usage	1	446	806,914	51,500	113,264	806,914	12,152	25,084	
20 DRMO GREAT FALLS	2	2	Excess Capacity	0	1,390	211,916	13,526	29,746	211,916	350	58,526	
21 DRMO GREAT LAKES	1	1	Current Capacity	2	4050	76,390	12,502	83,610	76,390	12,152	25,084	
21 DRMO GREAT LAKES	1	1	Current Usage	1	616	74,251	12,152	25,084	74,251	12,152	25,084	
21 DRMO GREAT LAKES	0	0	Excess Capacity	1	3,434	2,139	350	58,526	2,139	350	58,526	
22 DRMO GROTON	1	1	Current Capacity	4	3247	1,710,000	424,584	386,750	1,710,000	424,584	386,750	
22 DRMO GROTON	2	2	Current Usage	3	1,776	592,574	147,133	176,688	592,574	147,133	176,688	
22 DRMO GROTON	-1	-1	Excess Capacity	1	1,471	1,117,426	277,451	210,062	1,117,426	277,451	210,062	
23 DRMO GUAM	4	4	Current Capacity	12	5101	1,778,000	265,699	322,000	1,778,000	265,699	322,000	
23 DRMO GUAM	4	4	Current Usage	6	3,540	1,600,200	239,129	309,120	1,600,200	239,129	309,120	
23 DRMO GUAM	0	0	Excess Capacity	6	1,561	177,800	26,570	12,880	177,800	26,570	12,880	
24 DRMO HAWAII	14	14	Current Capacity	22	15164	1,946,064	224,898	833,283	1,946,064	224,898	833,283	
24 DRMO HAWAII	14	14	Current Usage	21	12,699	676,758	78,210	213,401	676,758	78,210	213,401	
24 DRMO HAWAII	0	0	Excess Capacity	1	2,465	1,269,306	146,688	619,882	1,269,306	146,688	619,882	
25 DRMO HILL	5	5	Current Capacity	19	14923	29,304	9,197	371,907	29,304	9,197	371,907	
25 DRMO HILL	3	3	Current Usage	5	3,097	506	158	4,463	3,097	158	4,463	
25 DRMO HILL	2	2	Excess Capacity	14	11,826	28,798	9,039	367,444	11,826	9,039	367,444	
26 DRMO HOLLOWMAN	3	3	Current Capacity	3	3696	0	0	0	3696	0	0	
26 DRMO HOLLOWMAN	1	1	Current Usage	1	775	0	0	0	775	0	0	
26 DRMO HOLLOWMAN	2	2	Excess Capacity	2	2,921	0	0	0	2,921	0	0	

DRMO Activities Under 20% Surge Conditions

Activity	Resources >>		Measure	FTEs		K sq ft	K cu ft		Storage		K sq ft
	Wage Grade labor	Supply labor		Supply labor	Work space		Regular covered storage	Special covered storage	Open Storage		
										Regular covered storage	
27 DRMO HOMESTEAD	0	2	Current Capacity	1440	71,656	0	49,194				
27 DRMO HOMESTEAD	na	1	Current Usage	393	56,750	0	26,564				
27 DRMO HOMESTEAD	na	1	Excess Capacity	1,047	14,906	0	22,630				
28 DRMO HOOD	9	11	Current Capacity	7599	777,052	190,718	401,157				
28 DRMO HOOD	3	4	Current Usage	2,470	868,272	213,107	376,018				
28 DRMO HOOD	6	7	Excess Capacity	5,129	-91,220	-22,389	25,139				
29 DRMO HUNTSVILLE	2	2	Current Capacity	9077	1,819,924	317,995	69,515				
29 DRMO HUNTSVILLE	1	2	Current Usage	1,187	1,424,612	248,922	38,502				
29 DRMO HUNTSVILLE	1	0	Excess Capacity	7,890	395,312	69,073	31,013				
30 DRMO JACKSON	6	4	Current Capacity	1809	426,900	7,835	369,100				
30 DRMO JACKSON	2	3	Current Usage	1,866	318,342	5,843	312,434				
30 DRMO JACKSON	4	1	Excess Capacity	-57	108,558	1,992	56,666				
31 DRMO JACKSONVILLE	6	14	Current Capacity	13681	650,650	7,019	334,494				
31 DRMO JACKSONVILLE	3	4	Current Usage	2,542	370,871	4,001	190,662				
31 DRMO JACKSONVILLE	3	10	Excess Capacity	11,139	279,779	3,018	143,832				
32 DRMO KEESLER	5	3	Current Capacity	1650	960,000	19,546	242,235				
32 DRMO KEESLER	2	3	Current Usage	2,041	1,068,874	21,763	217,956				
32 DRMO KEESLER	3	0	Excess Capacity	-391	-108,874	-2,217	24,279				
33 DRMO KIRTLAND	2	2	Current Capacity	3134	30,666	117,315	195,777				
33 DRMO KIRTLAND	1	1	Current Usage	814	530	0	1,824				
33 DRMO KIRTLAND	1	1	Excess Capacity	2,320	30,136	117,315	193,953				
34 DRMO KNOX	2	4	Current Capacity	2989	632,180	2,585	558,102				
34 DRMO KNOX	2	3	Current Usage	1,720	240,157	44	237,414				
34 DRMO KNOX	0	1	Excess Capacity	1,269	392,023	2,541	320,688				
35 DRMO LEJUNE	14	13	Current Capacity	5517	1,287,972	71,680	2,302,785				
35 DRMO LEJUNE	4	5	Current Usage	3,188	702,384	39,090	2,348,840				
35 DRMO LEJUNE	10	8	Excess Capacity	2,329	585,588	32,590	-46,055				
36 DRMO LETTERKENNY	1	3	Current Capacity	5940	745,720	0	630,000				
36 DRMO LETTERKENNY	2	3	Current Usage	1,578	515,161	0	13,169				
36 DRMO LETTERKENNY	-1	0	Excess Capacity	4,362	230,559	0	616,831				
37 DRMO LEWIS	15	19	Current Capacity	23430	2,782,500	592,195	2,286,000				
37 DRMO LEWIS	7	10	Current Usage	6,078	1,768,068	376,295	1,645,920				
37 DRMO LEWIS	8	9	Excess Capacity	17,352	1,014,432	215,900	640,080				
38 DRMO MEADE	1	22	Current Capacity	6236	936,000	0	1,197,900				
38 DRMO MEADE	10	15	Current Usage	9,101	1,008,000	0	1,045,440				
38 DRMO MEADE	-9	7	Excess Capacity	-2,865	-72,000	0	152,460				
39 DRMO MECHANICSBURG	1	13	Current Capacity	1804	2,776,800	0	890,937				
39 DRMO MECHANICSBURG	4	5	Current Usage	3,243	885,600	0	1,069,124				
39 DRMO MECHANICSBURG	-3	8	Excess Capacity	-1,439	1,891,200	0	-178,187				
40 DRMO MINOT	1	2	Current Capacity	3360	412,250	34,440	87,621				
40 DRMO MINOT	1	1	Current Usage	461	467,995	39,097	64,393				
40 DRMO MINOT	0	1	Excess Capacity	2,899	-55,745	-4,657	23,228				
41 DRMO MOUNTAIN HOME	1	1	Current Capacity	800	300,613	155,686	90,000				
41 DRMO MOUNTAIN HOME	0	1	Current Usage	395	248,894	128,900	30,244				
41 DRMO MOUNTAIN HOME	1	0	Excess Capacity	405	51,719	26,786	59,756				

DRMO Activities Under 20% Surge Conditions

Activity	Resources >>		FTEs		FTEs		K sq ft		K cu ft		K sq ft	
	Wage labor	labor	Supply		Work space	Storage		Regular covered storage	Special covered storage		Open Storage	
			Supply labor	labor		storage	storage					
42 DRMO NELLIS	2		1		4828	137,072	20,669		306,693			
42 DRMO NELLIS	0		1		389	156,262	23,562		155,494			
42 DRMO NELLIS	2		0		4,439	-19,190	-2,893		151,199			
43 DRMO NORFOLK	20		22		1200	7,326,232	0		112,500			
43 DRMO NORFOLK	5		8		4,609	1,373,736	0		60,120			
43 DRMO NORFOLK	15		14		-3,409	5,952,496	0		52,380			
44 DRMO OFFUTT	2		1		1200	329,176	43,775		122,400			
44 DRMO OFFUTT	1		1		677	339,562	45,156		113,076			
44 DRMO OFFUTT	1		0		523	-10,386	-1,381		9,324			
45 DRMO OKLAHOMA CITY	12		15		10480	1,538,483	346,825		655,440			
45 DRMO OKLAHOMA CITY	3		5		3,033	301,237	67,909		146,030			
45 DRMO OKLAHOMA CITY	9		10		7,447	1,237,246	278,916		509,410			
46 DRMO POLK	3		2		1625	26,400	3,416		293,600			
46 DRMO POLK	2		3		1,669	12,232	1,583		69,476			
46 DRMO POLK	1		-1		-44	14,168	1,833		224,124			
47 DRMO PORT HUENEME	2		2		5354	1,069,800	0		377,600			
47 DRMO PORT HUENEME	1		1		642	629,042	0		222,029			
47 DRMO PORT HUENEME	1		1		4,712	440,758	0		155,571			
48 DRMO PORTSMOUTH	1		4		2304	480,960	0		26,250			
48 DRMO PORTSMOUTH	3		5		2,781	0	333,574		4,126			
48 DRMO PORTSMOUTH	-2		-1		-477	480,960	-333,574		22,124			
49 DRMO RICHMOND	1		9		9234	2,204,904	506,996		387,208			
49 DRMO RICHMOND	5		8		4,867	1,268,064	291,578		53,441			
49 DRMO RICHMOND	-4		1		4,367	936,840	215,418		333,767			
50 DRMO RILEY	6		9		4284	696,000	6,561		347,711			
50 DRMO RILEY	3		4		2,568	589,813	5,561		334,430			
50 DRMO RILEY	3		5		1,716	106,187	1,000		13,281			
51 DRMO ROCK ISLAND	2		2		2750	583,870	0		456,192			
51 DRMO ROCK ISLAND	2		2		1,443	462,425	0		361,304			
51 DRMO ROCK ISLAND	0		0		1,307	121,445	0		94,888			
52 DRMO SAN ANTONIO	8		11		13958	2,717,085	35,141		306,000			
52 DRMO SAN ANTONIO	4		6		3,318	93,941	1,214		40,274			
52 DRMO SAN ANTONIO	4		5		10,640	2,623,144	33,927		265,726			
53 DRMO SAN DIEGO	24		25		14784	1,159,824	0		855,630			
53 DRMO SAN DIEGO	7		10		5,932	680,212	0		467,174			
53 DRMO SAN DIEGO	17		15		8,852	479,612	0		388,456			
54 DRMO SCOTT	4		5		600	613,200	0		0			
54 DRMO SCOTT	2		2		1,458	242,827	0		0			
54 DRMO SCOTT	2		3		-858	370,373	0		0			
55 DRMO SELFRIDGE	3		3		3538	652,960	51,822		296,064			
55 DRMO SELFRIDGE	1		2		1,337	386,506	30,676		74,881			
55 DRMO SELFRIDGE	2		1		2,201	266,454	21,146		221,183			

DRMO Activities Under 20% Surge Conditions

Activity	Measure	FTEs		FTEs		K sq ft		K cu ft		K sq ft	
		Wage Grade labor	Supply labor	Work space	Regular covered storage	Special covered storage	Open Storage	Storage		K cu ft	K sq ft
								Supply	Storage		
56 DRMO SIERRA	Current Capacity	2	1	700	844,800	0	968,328	0	844,800	0	968,328
56 DRMO SIERRA	Current Usage	0	0	110	304,128	0	290,498	0	304,128	0	290,498
56 DRMO SIERRA	Excess Capacity	2	1	590	540,672	0	677,830	0	540,672	0	677,830
57 DRMO SPARTA	Current Capacity	1	4	1800	291,000	22,885	367,525	22,885	291,000	22,885	367,525
57 DRMO SPARTA	Current Usage	1	2	1,110	230,472	18,125	211,880	18,125	230,472	18,125	211,880
57 DRMO SPARTA	Excess Capacity	0	2	690	60,528	4,760	155,645	4,760	60,528	4,760	155,645
58 DRMO ST JULIENS	Current Capacity	1	3	2048	225,000	0	1,524,240	0	225,000	0	1,524,240
58 DRMO ST JULIENS	Current Usage	4	6	3,817	0	16,200	890,770	16,200	0	16,200	890,770
58 DRMO ST JULIENS	Excess Capacity	-3	-3	-1,769	225,000	-16,200	633,470	-16,200	225,000	-16,200	633,470
59 DRMO STEWART	Current Capacity	3	4	4120	516,665	161,371	308,997	161,371	516,665	161,371	308,997
59 DRMO STEWART	Current Usage	1	2	977	306,899	0	5,548	0	306,899	0	5,548
59 DRMO STEWART	Excess Capacity	2	2	3,143	209,766	161,371	303,449	161,371	209,766	161,371	303,449
60 DRMO STOCKTON	Current Capacity	7	14	10492	2,380,800	0	13,194	0	2,380,800	0	13,194
60 DRMO STOCKTON	Current Usage	3	4	2,577	1,199,923	0	4,434	0	1,199,923	0	4,434
60 DRMO STOCKTON	Excess Capacity	4	10	7,915	1,180,877	0	8,760	0	1,180,877	0	8,760
61 DRMO TEXARKANA	Current Capacity	19	9	5076	4,510,292	299,467	1,486,000	299,467	4,510,292	299,467	1,486,000
61 DRMO TEXARKANA	Current Usage	15	23	13,466	1,251,682	83,107	930,715	83,107	1,251,682	83,107	930,715
61 DRMO TEXARKANA	Excess Capacity	4	-14	-8,390	3,258,610	216,360	555,285	216,360	3,258,610	216,360	555,285
62 DRMO TOBYHANNA	Current Capacity	2	3	1956	460,800	0	181,288	0	460,800	0	181,288
62 DRMO TOBYHANNA	Current Usage	3	4	2,566	552,960	0	217,546	0	552,960	0	217,546
62 DRMO TOBYHANNA	Excess Capacity	-1	-1	-610	-92,160	0	-36,258	0	-92,160	0	-36,258
63 DRMO TUCSON	Current Capacity	15	12	3744	37,000	6,050	1,455,408	6,050	37,000	6,050	1,455,408
63 DRMO TUCSON	Current Usage	20	30	17,674	640	104	17,465	104	640	104	17,465
63 DRMO TUCSON	Excess Capacity	-5	-18	-13,930	36,360	5,946	1,437,943	5,946	36,360	5,946	1,437,943
64 DRMO VANDENBERG	Current Capacity	1	2	4800	219,200	0	54,498	0	219,200	0	54,498
64 DRMO VANDENBERG	Current Usage	1	1	701	157,824	0	39,238	0	157,824	0	39,238
64 DRMO VANDENBERG	Excess Capacity	0	1	4,099	61,376	0	15,260	0	61,376	0	15,260
65 DRMO WARNER ROBINS	Current Capacity	11	12	7860	2,595,332	136,307	1,631,592	136,307	2,595,332	136,307	1,631,592
65 DRMO WARNER ROBINS	Current Usage	4	6	3,660	934,320	49,070	803,678	49,070	934,320	49,070	803,678
65 DRMO WARNER ROBINS	Excess Capacity	7	6	4,200	1,661,012	87,237	827,914	87,237	1,661,012	87,237	827,914
66 DRMO WHITEMAN	Current Capacity	0	2	2004	0	0	117,657	0	0	0	117,657
66 DRMO WHITEMAN	Current Usage	na	1	866	148,960	0	93,185	0	148,960	0	93,185
66 DRMO WHITEMAN	Excess Capacity	na	1	1,138	-148,960	0	24,472	0	-148,960	0	24,472
67 DRMO WRIGHT PATTERSON	Current Capacity	3	3	2470	1,604,672	0	248,922	0	1,604,672	0	248,922
67 DRMO WRIGHT PATTERSON	Current Usage	3	5	2,686	0	1,708,800	253,366	1,708,800	0	1,708,800	253,366
67 DRMO WRIGHT PATTERSON	Excess Capacity	0	-2	-216	1,604,672	-1,708,800	-4,444	-1,708,800	1,604,672	-1,708,800	-4,444



DEFENSE LOGISTICS AGENCY

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MEMORANDUM FOR THE UNDERSECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY, AND LOGISTICS), CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Final Supply and Storage JCSG Military Value Report, Post-Analysis

Your memorandum on November 9, 2004 directed that each Joint Cross Service Group submit an initial (post-analysis) military value report on November 17, 2004 and updates thereafter. We stated with the submission of our November report that we would provide a final military value report no later than December 10, 2004. With a final data issues resolved, we elected to submit a second "final" report until the array of scores had become stabilized. This report, dated April 21, 2005, represents a subsequent submission of our final report (with the first "final" report dated January 11, 2005).

Although the Supply and Storage approach to Military Value has remained unchanged since our November report, data changes have resulted in the following differences in this report:

a. Appendix H, Military Value Scores (based on the master database update of April 21, 2005)

(1) Inventory Control Points: The overall ranking shifted from the 11 Jan 05, report. The number one ranked Activity within the services and DLA did not change.

(2) Defense Distribution Depots: In the Central region, the top-ranked Activity changed. In all other regions, the number one ranked Activity within each region remained the same.

(3) Defense Reutilization and Marketing Offices: The overall ranking of Activities changed. (No scenarios involve DRMOs.)

b. Appendix G, Data Problems and Scoring Remedies: Resolved issues have been deleted from this Appendix.

KEITH W. LIPPERT
Vice Admiral, SC, USN
Chairman, Supply and Storage,
Joint Cross-Service Group

Attachment
Military Value Analysis Report dated April 21, 2005

**Draft Deliberate Document - For Discussion Purposes Only
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Supply and Storage Joint Cross-Service Group



MILITARY VALUE ANALYSIS FINAL REPORT To the INFRASTRUCTURE STEERING GROUP

21 April 2005

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SECTION 1: INTRODUCTION

The Military Value guidance to the Supply and Storage Joint Cross-Service Group (S&S JCSG) detailed the requirement of designing attributes, metrics, data call questions and a quantitative scoring plan to array the relative military value of supply and storage activities across the Department of Defense (DoD). As previously reported, the S&S JCSG's approach divides the DoD supply and storage activities into three core functions: supply, storage, and distribution. To this end, the S&S JCSG, comprised of individuals representing all Services and the Defense Logistics Agency (DLA), crafted a methodology to analyze the military value of supply, storage and distribution functions around the fifty states, the District of Columbia, Guam, Puerto Rico and Samoa. The S&S JCSG conducted military value analysis according to this methodology within categorical groupings of activities, namely Inventory Control Points (ICPs), Defense Distribution Depots (DDD) and Defense Reutilization and Marketing Offices (DRMOs).

The S&S JCSG envisioned a strategically integrated, network-centric, supply chain with sufficient size and capability to provide reliable, flexible, efficient and operationally responsive combat support. The strategic integration of the supply, storage and distribution activities throughout the supply chain was driven by combat force sustainment and the accommodation of surge requirements supporting operational demands.

Two overarching factors heavily influenced the S&S JCSG's approach to analyzing Military Value: the diversity of the commodities managed throughout the DoD supply chain and current real world surge requirements by all four Services and DLA.

Complexity Factor Metrics used throughout the S&S JCSG military value analysis differentiated effectiveness and efficiency within commodity groups but did not account for the differences in management difficulty across commodity groups. The S&S JCSG developed a "Complexity Factor" (C-factor) to address this issue. This factoring device adjusted military value scores on a one-time basis for nine metrics where commodity management difficulty varied. The C-factor eliminated the need to parse questions by commodity and collect large and complex amounts of data to reach the similar conclusions.

The C-factor adjusted scores across materiel categories by accounting for two dimensions of management difficulty. The first dimension was by commodity type, such as Aviation, Fuels, Subsistence, Electronics, or Armaments. The second dimension was by product groups (i.e. end items, reparables and consumables). Both dimensions were arrayed along a scale from 0.00 to 1.00. These dimensions were rolled into a single complexity factor for each Activity. Part 1 of Appendix C provides a detailed explanation of the complexity factor. Part 2 of Appendix C provides a "Header Question" in the form of a table. This table comprises what the field completed during the data call. Part 3 of Appendix C provides an example of how the S&S JCSG calculated an Activity's C-factor.

A detailed list of commodity type and product group definitions was included in the OSD BRAC Library and distributed with the data call. This list provides detailed guidance concerning how activities should properly sort their commodity inventories.

Evaluating the management difficulty across commodity types and product groups was a subjective undertaking. An S&S JCSG sponsored working group met numerous times to establish a reasonable and logical framework to judge commodity management difficulty and appraisal of commodity types and product groups in an orderly and disciplined fashion. This “at large” working group brought a wide range of logistical backgrounds to bear in making this assessment. Each commodity type was analyzed for inventory management complexity and difficulty along the lines of legal restrictions, safety requirements, security requirements, technical aspects and sources of supply. The working group discussed, debated, voted, ranked and scored each area while populating two decision tables (one table for commodity types and another for product groups) before assigning weights. The values assigned to each commodity type and product group are shown in the Complexity Factor Calculation Worksheet in Part 3 of Appendix C.

Surge Considerations For more than two years the Military Services have been vigorously conducting combat operations in several theatres, most notably Afghanistan and Iraq. The logistics build up, or surge, requirements for these operations have challenged activities within the supply system¹ to varying degrees and at varying times. Due to the different roles of the Military Services and DLA during combat operations, consideration was given to the impact and timing of surge requirements on Service-specific supply systems. Debate within the S&S JCSG, as to when and for what duration each Service surged, provided valuable insight into the need for a methodology to assess each activity’s military value with respect to each Service’s operations in a surge environment.

The S&S JCSG determined that the most appropriate course of action would be for each Activity to provide financial and performance data for the last three fiscal years (2001, 2002 and 2003). The data call responses then were averaged using all three years’ data². The resulting score from this average reduced the high variability caused by Service and Defense Agency surge activity within each fiscal year’s data.

¹ In this context the “supply system” encompasses all aspects of supply, storage and distribution.

² In order to avoid distorting the multi-year average because of data issues, this average was computed based only on each fiscal year for which data was complete. This is described further in Appendix G, Data Problems and Resolutions.

SECTION 2: APPROACH TO MILITARY VALUE ANALYSIS AND SCORING PLAN

For each of the military value criteria, the S&S JCSG developed “characteristics” that brought a supply system context to the criteria by integrating the core functions (supply, storage, and distribution). In addition to these three functionally-oriented characteristics, the S&S JCSG designed a fourth characteristic to structurally capture the attributes, metrics, and questions that are common across all characteristics within a criterion. Characteristics provided the foundation for the attributes, metrics, and questions developed by the S&S JCSG. Characteristics also represented the second-order weighting of military value discussed in the scoring plan.

Since the characteristics were developed with core functions in mind, definitions of the core functions are revisited below. The lists of key “sub-functions” (originally provided in the S&S JCSG’s Capacity Report) serve well as definitions for each function. (Note that some sub-functions apply to more than one function.)

- ❖ Supply
 - Requirements Determination
 - Requisitioning
 - Requisition Processing
 - Stock Control
 - Shelf-life Management
 - Technical Support
 - Quality Assurance
- ❖ Storage
 - Physical Inventory Management
 - Materiel Handling
 - Materiel Issuing
 - Warehousing
 - Packaging
 - Preserving
 - Quality Assurance
- ❖ Distribution
 - Shipping
 - Materiel Handling
 - Traffic Management
 - Quality Assurance

In the next section, “Description of all Criteria and Characteristics,” the description of the criteria and characteristics are provided. The core function of each characteristic is also noted.

Description of all Criteria and Characteristics

The weighting of criteria constituted the first-order of military value prioritization. Criteria 1 and 3 were viewed as most indicative of military value and received equal military value weights of 35 percent. These two criteria respectively represent: 1) support and sustain current operations and 2) support and sustain future joint, expeditionary operations. Criterion 2 represents the military value of facilities and land and received a weight of 20 percent. Finally, criterion 4 represents cost and manpower implications and received a weight of 10 percent.

- ❖ **Criterion 1:** The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.
 - **Characteristic 1. (SUPPLY):** Use modern and flexible inventory management processes to support and enhance operational readiness, as defined by requirements determination, acquisition, and stock control.
 - **Characteristic 2. (STORAGE):** Support and sustain the worldwide projection of military power, as defined by the capability to receive, store and issue supplies and materiel.
 - **Characteristic 3. (DISTRIBUTION)** Distribute supplies and materiel to joint forces worldwide in the most efficient and effective manner, as defined in terms of shipping, distance, and capacity.

- ❖ **Criterion 2:** The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
 - **Characteristic 1. (SUPPLY)** Operate from modern, efficient, and expandable infrastructure that enhances the inventory management process.
 - **Characteristic 2. (STORAGE)** Operate from modern, efficient, and expandable infrastructure that enhances receipt, storage, and issue functions.
 - **Characteristic 3. (DISTRIBUTION)** Operate from modern, efficient, and expandable infrastructure that enhances distribution operations.

- ❖ **Criterion 3:** The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
 - **Characteristic 1. (SUPPLY)** A modern, flexible inventory management capability with sufficient capacity to adapt to future requirements as defined by personnel, information technology (IT), and infrastructure.
 - **Characteristic 2. (STORAGE)** A modern, flexible storage system capability with sufficient capacity to adapt to future requirements as defined by personnel, IT, and infrastructure.

- **Characteristic 3. (DISTRIBUTION)** A modern, flexible distribution system capability with sufficient capacity to adapt to future requirements as defined by personnel, IT, and infrastructure.
- ❖ **Criterion 4:** The cost of operations and the manpower implications.
 - **Characteristic 1. (SUPPLY)** Manage inventory processes to minimize cost and manpower requirements.
 - **Characteristic 2. (STORAGE)** Operate receipt, storage and issue functions that minimize cost and manpower.
 - **Characteristic 3. (DISTRIBUTION)** Conduct distribution operations that minimize cost.

Weighting the Attributes and Metrics

The weighting plan, provided in Appendix A, outlines the elements of the scoring plan as they relate to each metric (e.g. for “metric x”, responses with high values receive more points than responses with lower values). Criterion-specific issues that merit additional discussion are outlined below.

Each criterion section describes second-order (i.e. characteristic) and third-order (i.e. attribute) weighting. Fourth-order (i.e. metric) weighting is included in Appendix A. Second-order weighting is noted by functional descriptor, e.g. the “distribution characteristic.”

Criterion 1: (35%)

Supply (40%) – Within the supply characteristic the flexibility and effectiveness of the processes are assigned more weight (40%) than the acquisition process (30%) and stock control (30%). The flexibility and effectiveness of the stock control process is measured in terms of stock held in excess of requirements, a ratio of items to personnel managing these items, and finally the percentage of managed items specifically designated for joint support.

Storage (25%) – The storage characteristic is comprised largely of receiving, storing and issuing materiel. Within this criterion the weighting plan places slightly more importance on issuing (40%) than storing (35%) and finally receiving (25%). In evaluating storage operations, the score plan places a higher importance on inventory accuracy (60%) but also considers effective utilization of space and cost of storage operations (40%).

Distribution (35%) – The analysis of the distribution characteristic focuses on each Activity’s proximity to distribution nodes and efficiency and effectiveness of the shipping activity. Slightly more importance is attached to distribution flexibility (55%) than to the efficiency and effectiveness of the operation (45%).

Criterion 2: (20%)

Supply (35%) – The supply characteristic attributes and metrics focus on how modern, flexible and functional the workspaces are with greatest emphasis placed on workspace

modernness (40%). This additional emphasis, while slight, recognizes that up-to-date and efficient workspaces allow an Activity to provide a more substantial contribution to future operations.

Storage (35%) – This section also focuses on how modern, flexible and functional storage workspaces are. With an eye towards the future, maximum possible retrievals are assigned more weight (60%) than current operating performance (20%) and efficiency (20%).

Distribution (30%) – Access to multiple distribution nodes (40%) is the most heavily weighted attribute. An Activity's ability to rapidly increase capability is assigned more weight (35%) than current capacity of available distribution nodes (25%).

Criterion 3: (35%)

Identical questions focused on the workforce and information technology, were asked within all three characteristics. To minimize the number of questions for the field, a fourth characteristic was created to capture these common elements. The distribution characteristic weighting is driven by the judgment that contingency and mobilization depends heavily on distribution.

Supply (25%) – This characteristic is more heavily process driven while storage is more infrastructure and facilities dependent. Accordingly, the quality of an Activity's workforce and IT infrastructure are the only considerations.

Storage (15%) – Within the storage characteristic, the condition and flexibility of the storage infrastructure receives more weighting (50%) than workforce (25%) and IT infrastructure (25%).

Distribution (60%) – The distribution characteristic has four equally weighted attributes: workforce, IT infrastructure, distribution flexibility, and distribution surge capability.

Criterion 4: (10%)

Equal weights were assigned to both the supply and storage characteristics (35%) with the balance assigned to distribution (30%).

Scoring Plan

The S&S JCSG scoring plan used 55 metrics to determine the military value of each Supply and Storage Activity. Table B1 in Appendix B provides the individual weights of all 55 metrics and the manner in which they were computed.

All field responses for each metric were normalized on a scale from 0.00 to 1.00. As a result, the Activity with the most preferred value for each metric received a normalized score of 1.00. Activities who do not perform a particular function (indicated by its

answer of N/A or zero³ across all fiscal years for which data was requested) received zero military value points for that metric. The Activity who accomplished the function but had the least preferred value received a normalized score of 0.01. All other data responses were normalized between 0.01 and 1.00 using a linear function between the least and most preferred values. To ensure that outliers would not skew the scoring function, the “least preferred value” and “most preferred value” were restricted to values within two standard deviations of the data set mean. The normalization methods used and considered are described in more detail in Appendix B.

The normalized score of each metric was multiplied by the corresponding metric weight shown in Table B1. The product of this multiplication determined the military value contribution of an individual metric for each Supply and Storage Activity.⁴

This methodology enabled the S&S JCSG to consider the impact of not only each metric (fourth-order analysis as discussed earlier) but also each function (second-order analysis) and each criterion (first-order analysis) on determining the military value of an Activity. The military value scores were summed for each characteristic (supply, storage, distribution, and “common” questions) for the purpose of feeding the optimization model along with corresponding capacity results by function. The sum of the applicable military value contributions, from a maximum of 55 metrics, determined the military value of a Supply and Storage Activity.

Quality Assurance Review and Sensitivity Analysis (Before Data):

Before any data was collected, the score plan underwent a rigorous quality assurance review that considered clarity, answerability, and relative scores of each metric and its associated question(s). A team of representatives from each Service and DLA considered the clarity and answerability of each question. In addition, individual Service BRAC offices were contacted in regards to questions that required additional information.

In the course of this review, the S&S JCSG concluded that Activities with more than one mode of shipping capability merited additional scoring considerations. To account for modal and nodal capability, the S&S JCSG developed transportation factors (“T-factors”). The methodology concerning T-factors is provided in Appendix D.

The final portion of the quality assurance effort involved a sensitivity analysis that reviewed the military value of each metric. The military value of each metric was ranked and examined to ensure that the metrics’ values and relative standing were as intended when developed. As a result of this effort, S&S JCSG adjusted several metric weights.

³ For metrics where lower is considered better, a zero is a meaningful answer for an Activity that accomplishes the particular function and will not be scored the same as an “N/A” response.

⁴ This methodology is expanded for all C-factor and T-factor questions.

Finally, the S&S JCSG understood that various dates for defining data input boundaries (e.g. FY03, etc.) would be provided by the ISG prior to questions being forwarded to Services and Agencies.

SECTION 3: DATA QUESTIONS

Appendix E provides two tables that summarize the traits of the S&S JCSG's military value questions. Table E1 lists the capacity analysis questions (data call 1) that also serve as military value questions (avoiding the need to repeatedly ask the field the same questions). Table E2 lists the 58 questions entered into the Input Question Tool (IQT) for military value analysis (data call 2). Finally, Appendix E provides all military value questions in full detail, as entered into IQT. These questions were reviewed by the OSD Data Standardization Team prior to release to the field. Any changes made were editorial in nature and did not change the scoring plan given in Appendix A or the intent of the questions.

Considerable discussion occurred relative to which Activities should respond to the S&S JCSG questions, i.e.: "How should each question be targeted?" For the Services and DLA, all Activities determined to be "above the installation" in accordance with guidance provided in the OSD BRAC Library of Definitions should respond to the S&S JCSG's military value questions. (Note: All DLA Activities are considered above the installation and responded to these questions.)

For those Activities defined as "at or below the installation," it is less clear whether an Activity should respond. In general, those Activities considered operational or deployable were "below the installation" and did not respond to the questions. These organizations deal almost exclusively with retail level stocks.

Activities "at the installation level", both retail and wholesale, or exclusively wholesale, in nature responded to the questions. A recommended Activity list, by Service and DLA Activity, is provided in Appendix F. However, the S&S JCSG emphasized that this list is merely a recommendation and that the final determination should rest with the respective Service BRAC offices. (Capacity Analysis data was not available for review at the time this list was compiled.)

SECTION 4: ISSUES IMPACTING ANALYSIS

After the initial certified military value data set was received, a concerted effort to have Activities correct questionable data was pursued. Still, some apparent inconsistencies remain unresolved at the time this report was published. These remaining data problems, without intervention, may have disturbed the scoring of some or all Activities in a categorical grouping (e.g. ICPs). Consequently, the S&S JCSG investigated possible remedies for persistent data problems. The chosen remedies, described in Appendix G, are conservative, analytically sound, and enable the computation of reasonable and fair military values in the absence of “perfect” data.

APPENDIX A: WEIGHTING PLAN

As discussed in the report, Appendix A describes the weighting plan of the S&S JCSG. The weighting plan provides the descriptions and weights for all military value criteria, characteristics (core functions), attributes, and metrics. The questions that feed the metrics are also provided.

First-order analysis examines the military value of an Activity in light of the military value criteria established by the Office of the Secretary of Defense. Second-order analysis examines the military value of the core functions of a Supply and Storage Activity. The term “characteristic” is used to represent the core functions of the S&S JCSG: supply, storage, and distribution.

Each of the four military value criteria is segmented by the three core functions. As a result, the Supply function (consistently represented as “Characteristic 1”), Storage function (consistently represented as “Characteristic 2”), and Distribution function (consistently represented as “Characteristic 3”) all receive a military value weight for each criteria.

Criteria 3 and 4 have a fourth characteristic that is not assigned its own weight. The fourth characteristic exists to structurally capture the attributes, metrics, and questions that are common across all characteristics within a criterion. The weights for the metrics that fall within Characteristic 4 are calculated as a composite of the weights assigned to the other three functional characteristics for that particular criterion, attribute, and metric.

WEIGHTING PLAN

(35) Criterion 1.

The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.

(40) Characteristic 1. A modern and flexible inventory management process to support and enhance operational readiness, as defined by requirements determination, acquisition, and stock control. (Focus on Supply function)

(40) Attribute 1. An effective and efficient requirements determination process.

(70) Metric 1. Percent of demands received for stocked items.

Question 1. For the Supply and Storage Activity, provide the Total Number of Customer Orders and the Total Number of Customer Orders Received for Stocked Items for each of the fiscal years identified in the table below (FY01, FY02, and FY03).

Scoring: higher answer = higher points.

(30) Metric 2. Demand satisfaction.

Question 2. For the Supply and Storage Activity, provide the total number of Customer Orders received for items that were fully filled on first submission (nothing backordered, no partial issues), and the total number of all Customer Orders received during the same period for each of the fiscal years identified in the table below (FY01, FY02, and FY03).

Scoring: higher ratio = higher points.

(30) Attribute 2. An effective and efficient acquisition process.

(30) Metric 3. Total number of contracts awarded and contract actions that were protested and adjudicated in favor of the interested party.

Question 3. Within the Supply and Storage Activity and for FY01, FY02, and FY03, provide the total number of contracts awarded and contract actions that were protested and adjudicated in favor of the interested party that submitted the protest (before or after contract award).

Scoring: lower answer = higher points.

(30) Metric 4. Total number of contract actions that were ratified after the Government benefited from an unauthorized commitment.

Question 4. Within the Supply and Storage Activity and for FY01, FY02, and FY03, provide the total number of contract actions that were ratified after the Government benefited from an unauthorized commitment.

Scoring: lower answer = higher points.

(40) Metric 5. Number of contracts managed per person.

Question 5-A. For each of the fiscal years indicated below (FY01, FY02, and FY03), provide the total number of open contracts managed by the Supply and Storage Activity. Open contracts are those that are not physically complete or not eligible for close-out procedures for any portion of each fiscal year. Include purchase orders and delivery orders in the total number of contracts.

Scored as ratio with next question, higher ratio = higher points.

Question 5-B. For the Supply and Storage Activity in each of the fiscal years identified below (FY01, FY02, FY03), provide the number of personnel engaged in contracting functions. The number of personnel should include Government civilians, military, support contractor personnel and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours.

Scored as a ratio with preceding question, higher ratio = higher points.

(30) Attribute 3. An effective and efficient stock control process.

(35) Metric 6. Inventory turnover.

Question 6-A. For each of the fiscal years shown in the table below (FY01, FY02, and FY03) provide the Supply and Storage Activity's dollar value of annual gross sales or dollar value of annual issues.

Scored as a ratio with next question, higher ratio = higher points.

Question 6-B. For each of the fiscal years shown in the table below (FY00, FY01, FY02, and FY03), provide the Supply and Storage Activity's dollar value of inventory on September 30th.

Scored as a ratio with preceding question, higher ratio = higher points.

(25) Metric 7. Percentage of stocked items without demands.

Question 7-A. For the Supply and Storage Activity, provide the number of NSNs with stock on-hand on 30 Sep 03, that had zero customer demands within the two fiscal years prior to 30 Sep 03.

Scored as a ratio with next question, higher ratio = higher points.

Question 7-B. For the Supply and Storage Activity, provide the number of NSNs with stock on hand as of 30 Sep 03?

Scored as a ratio with preceding question, higher ratio = higher points.

(30) Metric 8. Number of NSNs managed per person.

Question 8-A. Provide the number of NSNs managed by the Supply and Storage Activity at the end of the fiscal years shown below (30 Sep 01, 02, and 03). Include stocked and non-stocked items in the number of NSNs managed.

Scored as a ratio with next question, higher ratio = higher points.

Question 8-B. For the Supply and Storage Activity, for each of the fiscal years identified below (FY01, FY02, and FY03), provide the number of personnel engaged in stock control functions. The number of personnel should include Government civilians, military, support contractor personnel and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours. Stock control is defined as the process of maintaining inventory data on the quantity, location, and condition of supplies and equipment due-in, on-hand, and due-out; and the determination of quantities of materiel and equipment available and/or required for issue.

Scored as a ratio with preceding question, higher ratio = higher points.

(10) Metric 9. Percent PICA items managed.

Question 9-A. Of all NSNs managed on 30 Sep 03, for how many NSNs was the Supply and Storage Activity designated as the Primary Inventory Control Activity (PICA).

Scored as a ratio with next question, higher ratio = higher points.

Question 9-B. For the Supply and Storage Activity, provide the total number of NSNs managed on 30 Sep 03.

Scored as a ratio with preceding question, higher ratio = higher points.

(25) Characteristic 2. Support and sustain the worldwide projection of military power, as defined by the capability to receive, store and issue supplies and materiel. (Focus on Storage function)

(25) Attribute 1. An effective and efficient receiving process.

(60) Metric 10. Receiving throughput.

Question 10. For each of the fiscal years shown below (FY01, FY02, and FY03), provide the total number of receipts processed by the Supply and Storage Activity. Receipt processing is defined as all actions taken by a receiving activity from the physical turnover of materiel by a carrier until the on-hand balance of the accountable stock record file or in-process receipt file is updated to reflect the received materiel as an asset in storage, or the materiel is issued directly from receiving to the customer.

Scoring: higher answer = higher points.

(20) Metric 11. Average receipt processing time.

Question 11-A. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total receipt processing time in hours over the FY.

Scored as a ratio with next question, lower ratio = higher points.

Question 11-B. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total receipts processed during that FY.

Scored as a ratio with preceding question, lower ratio = higher points.

(20) Metric 12. Average number of receipts processed per person.

Question 12-A. For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of receipts processed.

Scored as a ratio with next question, higher ratio = higher points.

Question 12-B. For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of personnel working in the receiving section over that FY. The number of personnel should include Government civilians, military and support contractors, and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours.

Scored as a ratio with preceding question, higher ratio = higher points.

(35) Attribute 2. Effective and efficient storage operations.

(30) Metric 13. Inventory accuracy rate.

Question 13-A. For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations inventoried having the correct on-hand balance during the FY.

Scored as a ratio with next question, higher ratio = higher points.

Question 13-B. For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations inventoried for correct on-hand balances during the FY.

Scored as a ratio with preceding question, higher ratio = higher points.

(30) Metric 14. Warehouse location accuracy rate.

Question 14-A. For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of correct warehouse locations surveyed during the FY.

Scored as a ratio with next question, higher ratio = higher points.

Question 14-B For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations surveyed during the FY.

Scored as a ratio with preceding question, higher ratio = higher points.

(40) Metric 15. Cost per unit of measure of storage space.

Question 15-A. For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's annual cost of operations. Calculate the cost of operations as per amplification below.

Scored as a ratio with the next question, lower ratio = higher points.

Question 15-B. As of 30 Sep 03, provide the total net cubic feet of permanent covered storage space operated by the Supply and Storage Activity. Permanent covered storage space includes permanent Government-owned facilities and excludes transitory, temporary and commercially leased facilities. Covered storage space includes general purpose warehouses, controlled humidity warehouses, refrigerated (freeze & chill) storage space, flammable/hazardous storage spaces, sheds, magazines and spaces for classified materiel and materiel requiring special controls. For bulk fuel Activities, provide the total gallons of wet tank storage space instead of net cubic feet of covered storage space.

Scored as a ratio with preceding question, lower ratio = higher points.

(40) Attribute 3. An effective and efficient issue process.

(60) Metric 16. Number of issues processed per day.

Question 16. For each of the fiscal years identified below (FY01, FY02, and FY03), provide the total number of issues processed by the Supply and Storage Activity. The issue process begins with receipt of a materiel release order (MRO) and ends when materiel is offered to

transportation for distribution to customers. The process includes picking or pulling materiel from storage or directly from transportation, inspection, cleaning, preserving, packaging, palletizing, preparation for shipment, preparation of any required documentation, and data entry. For Supply and Storage Activities at the "installation" level, the issue process may end when materiel is placed in customer bins for pickup or handed directly to a customer when the storage facility is co-located with the customer, instead of when it is offered to transportation.

Scoring: higher answer = higher points.

(20) Metric 17. Average time to complete an issue.

Question 17-A. For each of the fiscal years identified in the table below (FY01, FY02, and FY03), provide the total number of hours the Supply and Storage Activity spent processing issues. (The time required to complete an issue is defined as the elapsed time in hours from receipt of an MRO until items of supply are offered to transportation, or are offered for issue to customer organizations. For Supply and Storage Activities at the "installation" level, the issue process may end when materiel is placed in customer bins for pickup or handed directly to a customer when the storage facility is co-located with the customer, instead of when it is offered to transportation).

Scored as a ratio with the next question, lower ratio = higher points.

Question 17-B. For each of the fiscal years identified in the table below (FY01, FY02, and FY03), provide the total number of issues processed by the Supply and Storage Activity.

Scored as a ratio with preceding question, lower ratio = higher points.

(20) Metric 18. Number of issues processed per person.

Question 18-A. For the Supply and Storage Activity, for the fiscal years identified in the following table (FY01, FY02, and FY03), provide the number of issues processed over the FY. (The issue process begins with receipt of a materiel release order (MRO) and ends when materiel is offered to transportation for distribution to customers.)

Scored as a ratio with the next question, higher ratio = higher points.

Question 18-B. For the Supply and Storage Activity, for the fiscal years identified in the following table (FY01, FY02, and FY03), provide the number of personnel performing issuing functions. Express the number of personnel as full-time equivalents (FTEs) based on 2087 man-hours. (In determining number of personnel performing issuing functions, include the total of all Government civilian, military and support contractor personnel assigned to perform issuing tasks.)

Scored as a ratio with preceding question, higher ratio = higher points.

(35) Characteristic 3. Distribute supplies and materiel to joint forces worldwide in the most efficient and effective manner, as defined in terms of shipping, distance, and capacity. (Focus on Distribution function)

(45) Attribute 1. An effective and efficient shipping operation.

(50) Metric 19. Ratio of the average tons shipped per day and the number of assigned personnel.

Question 19-A. For the Supply and Storage Activity, for the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total tons of materiel shipped for the FY.
Scored as a ratio with the next question, higher ratio = higher points.

Question 19-B. For the Supply and Storage Activity, for the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total number of personnel performing shipping functions, include the total of all Government civilian, military and support contractor personnel. Express the number of personnel as full-time equivalents (FTEs) based on 2087 man-hours. Shipping functions include planning, physically assembling, consolidating, documenting, and arranging for movement of materiel

Scored as a ratio with preceding question, higher ratio = lower points.

(50) Metric 20. Total amount shipped.

Question 20. For the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total quantity of line items shipped by the Supply and Storage Activity. For bulk fuels, provide the information in gallons (not line items).
Scoring: higher value = higher points.

(55) Attribute 2. Distribution Flexibility.

(25) Metric 21. Density of multiple distribution nodes.

Question 21. List the name and number of all distribution nodes for each transportation mode within a 50-mile radius (as the crow flies) of the Supply and Storage Activity. List no more than the names of 5 nodes per mode.
Scoring: higher value = higher points.

(25) Metric 22. Throughput capacity in tons per day for distribution nodes.

Question 22. 21. As of 31 May 04, what was the maximum shipping capacity in tons per day for each of the Supply and Storage Activity's available distribution nodes. Consider all distribution nodes in operational condition and include those located on the installation where the Activity resides. A day is defined as a 24-hour period. The distribution nodes are air, water, rail, pipeline, and ground (pipeline for bulk fuel activities only).
Scoring: higher value = higher points.

(25) Metric 23. Throughput capacity in line items per day for distribution nodes.

Question 23. For the Supply and Storage Activity, provide the highest number of line items shipped in a single day for the two fiscal year period of FY02 and FY03. Consider all transportation modes to include air, water, rail, and ground (exclude pipeline).

Scoring: higher value = higher points.

(25) Metric 24. Distance in miles to distribution nodes.

Question 24. What is the distance, in miles, from the Supply and Storage Activity to the most frequently used distribution node? Calculate from the main gate of your Activity's installation. Consider air, water, rail, and pipeline (pipeline for bulk fuel Activities only).

Scoring: lower value = higher points.

(20) Criterion 2.

The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

(35) Characteristic 1. Operate from modern, efficient, and expandable infrastructure that enhances the inventory management process. (Focus on Supply function)

(40) Attribute 1. Modern workspace and IT capability.

(25) Metric 25. Internal bandwidth capacity to send and receive large volumes of electronic data.

Question 25. As of 31 May 04, what is the bandwidth capacity of the internal information technology (IT) infrastructure (backbone) within the Supply and Storage Activity? Express bandwidth in megabits per second (Mbps).
Scoring: higher answer = higher points.

(25) Metric 26. External bandwidth capacity to send and receive large volumes of electronic data.

Question 26. As of 31 May 04, what is the bandwidth capacity of the external information technology (IT) infrastructure (data transmission capacity) that supports Supply and Storage Activity? Express bandwidth in megabits per second (Mbps).

Scoring: higher answer = higher points.

(50) Metric 27. Overall condition of an Activity's facilities.

Question 27. For each Government building controlled and operated by the Supply and Storage Activity as of 30 Sep 03, provide the Facility Analysis Category (FAC), building number, the total gross storage capacity in square feet, gallons or barrels as appropriate, and the condition code. For condition code, each service or agency should respond with their service or agency-unique codes as shown below:

Army: Green, amber or red.

Navy and Marine Corps: Adequate, substandard or inadequate.

Air Force: 1, 2 or 3.

DLA: Adequate, substandard or inadequate (or Host Unit's condition code if applicable).

Scoring: Divide storage capacity by numerical condition code. Higher weighted answer = higher points.

(30) Attribute 2. Efficient utilization of workspace.

(100) Metric 28. Ratio of gross square feet of space available and number of assigned personnel.

Question 28-A. As of 30 Sep 03, how many gross square feet of workspace did the Supply and Storage Activity occupy for inventory management functions? Inventory management functions include the

management, cataloging, requirements determination, procurement, and determination of overhaul, stock distribution and disposal requirements. Include space occupied by Government civilians, military and support contractor personnel.

Scored as a ratio with the next question, ratio scored using a function table with assigned normalized scores.

Question 28-B. For the Supply and Storage Activity, for FY03, provide the number of personnel performing inventory management functions. The number of personnel should be expressed as full-time equivalents (FTEs) based on 2087 man-hours, and should include Government civilians, military, and support contractor personnel. Inventory management is defined as the management, cataloging, requirements determination, procurement, and determination of overhaul, stock distribution and disposal requirements.

Scored as a ratio with the preceding question, ratio scored using a function table with assigned normalized scores.

(30) Attribute 3. Expandability of workspace.

(100) Metric 29. Maximum number of personnel the office space can support.

Question 29. For the Supply and Storage Activity, as of 30 Sep 03, provide the maximum number of personnel your inventory management workspace could support using a space standard of 162 gross square feet per person. Inventory management workspace includes those areas that house inventory management functions to include the management, cataloging, requirements determination, procurement, and determination of overhaul, stock distribution and disposal requirements.

Scoring: higher answer = higher points.

(35) Characteristic 2. Operate from modern, efficient, and expandable infrastructure that enhances receipt, storage, and issue functions. (Focus on Storage function)

(100) Attribute 1. Automated materiel retrieval systems.

(20) Metric 30. Total number of retrievals via the automated materiel retrieval systems.

Question 30. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total number of individual retrievals performed by the Supply and Storage Activity's automated materiel retrieval system. An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items.

Scoring: higher answer = higher points.

(20) Metric 31. Ratio of number of items retrieved and number of personnel required to operate the system.

Question 31-A. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total number of individual retrievals performed by the Supply and Storage Activity's automated materiel retrieval system. An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items.

Scored as a ratio with the next question, higher ratio = higher points.

Question 31-B. For each of the fiscal years identified in the table below (FY01, FY02, and FY03), provide the number of employees operating the Supply and Storage Activity's automated materiel retrieval system. The number of personnel should be expressed as full-time equivalents (FTEs) based on 2087 man-hours, and should include Government civilians, military, and support contractor personnel.

Scored as a ratio with the preceding question, higher ratio = higher points.

(60) Metric 32. Maximum possible retrievals in one day.

Question 32. As of 30 Sep 03, provide the maximum possible number of individual retrievals the Supply and Storage Activity's automated materiel retrieval system could perform in one day. An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items. A day in this case is equal to a 24-hour shift.

Scoring: higher answer = higher points.

(30) Characteristic 3. Operate from modern, efficient, and expandable infrastructure that enhances distribution operations. (Focus on Distribution function)

(40) Attribute 1. Access to multiple distribution nodes.

(100) Metric 33. Nodes available to the Supply and Storage Activity.

Question 33. As of 31 May 04, indicate with a "yes" or "no" those distribution nodes that are available to the Supply and Storage Activity for distribution of supplies and materiel. Consider only those distribution nodes in operational condition and located on the installation where the Activity resides.

Scoring: more nodes = higher points.

(25) Attribute 2. Capacity of each available node.

(100) Metric 34. Maximum capacity in tons per day for each node.

Question 34. As of 31 May 04, what was the maximum shipping capacity in tons per day for each of the Supply and Storage Activity's available distribution nodes. Consider all distribution nodes in operational condition and include those located on the installation where the Activity resides. A day is defined as a 24-hour period. The

distribution nodes are air, water, rail, pipeline, and ground (pipeline for bulk fuel activities only).

Scoring: higher answer = higher points.

(35) Attribute 3. Capability to increase distribution volume.

(100) Metric 35. Ratio of utilized capacity and maximum capacity by distribution nodes.

Question 35-A. For each of the distribution nodes available to the Supply and Storage Activity provide the average tons shipped per day for FY03. A day is defined as a 24-hour period. Consider only those distribution nodes located on the installation where the Activity resides. Scored as a ratio with the next question, lower ratio = higher points.

Question 35-B. As of 31 May 04, what was the maximum shipping capacity in tons per day for each of the Supply and Storage Activity's available distribution nodes. Consider all distribution nodes in operational condition and include those located on the installation where the Activity resides. A day is defined as a 24-hour period. The distribution nodes are air, water, rail, pipeline, and ground (pipeline for bulk fuel activities only).

Scored as a ratio with the preceding question, lower ratio = higher points.

(35) Criterion 3.

The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.

(25) Characteristic 1. Manage a modern, flexible inventory management capability with sufficient capacity to adapt to future requirements as defined by workforce, IT, and infrastructure. (Focus on Supply function)

(60) Attribute 1. A qualified, multi-skilled, sufficient workforce.

Allocation from Metrics provided in Characteristic 4.

(40) Attribute 2. A modern IT infrastructure.

Allocation from Metrics provided in Characteristic 4.

(15) Characteristic 2. Manage a modern, flexible storage system capability with sufficient capacity to adapt to future requirements as defined by workforce, IT, and infrastructure. (Focus on Storage function)

(25) Attribute 1. A qualified, multi-skilled, sufficient workforce.

Allocation from Metrics provided in Characteristic 4.

(25) Attribute 2. A modern IT infrastructure.

Allocation from Metrics provided in Characteristic 4.

(50) Attribute 3. A modern, flexible storage infrastructure.

(25) Metric 36. Storage capacity and condition code. (MODERN)

Question 36. For each Government building controlled and operated by the Supply and Storage Activity as of 30 Sep 03, provide the Facility Analysis Category (FAC), building number, the total gross the total gross storage capacity in square feet, gallons or barrels as appropriate, and the condition code. For condition code, each service or agency should respond with their service or agency-unique codes as shown below:

Army: Green, amber or red.

Navy and Marine Corps: Adequate, substandard or inadequate.

Air Force: 1, 2 or 3.

DLA: Adequate, substandard or inadequate (or Host Unit's condition code if applicable).

Scoring: Divide storage capacity by numerical condition code. Higher weighted answer = higher points.

This question only considers the following Storage FACs:

4111 Bulk Liquid Fuel Storage

4121 Bulk Liquid Storage, Other Than Fuel

4122 Liquid Oxygen Storage

4211 Ammunition Storage, Depot and Arsenal

4221 Ammunition Storage, Installation
4231 Liquid Propellant Storage, Ammunition Related
4311 Cold Storage, Depot
4321 Cold Storage, Installation
4411 Covered Storage Building, Depot
4412 Covered Storage Shed, Depot
4413 Hazardous Materials Storage, Depot
4414 Controlled Humidity Storage, Depot
4421 Covered Storage Building, Installation
4422 Covered Storage Shed, Installation
4423 Hazardous Materials Storage, Installation
4424 Controlled Humidity Storage, Installation

(25) Metric 37. Storage space of authorized MILCON projects. (MODERN)

Question 37. What is the Supply and Storage Activity's total square footage for all Military Construction (MILCON) projects authorized for construction and design in FY03/04/05? For bulk fuels, use total gallons rather than square footage as the unit of measure. For fuel hydrant projects, use gallons per minute rather than square footage as the unit of measure.

Scoring: higher answer = higher score.

(25) Metric 38. Unutilized storage space. (FLEXIBILITY)

Question 38. What is the available storage space minus the utilized storage space? (NOT GOING TO THE FIELD FOR MIL VAL DATA CALL – CAPACITY ANALYSIS Q's DoD# 636, 637, 638, and 639)

Scoring: higher answer = higher score.

(25) Metric 39. Available storage space of commercial warehousing. (FLEXIBILITY)

Question 39. As of 31 May 04, provide an estimate of the total square feet of available commercial warehouse space within a 25-mile radius of the Supply and Storage Activity. For bulk fuels, substitute total gallons for square footage as the unit of measure.

Scoring: higher answer = higher score.

(60) Characteristic 3. Manage a modern, flexible distribution system capability with sufficient capacity to adapt to future requirements as defined by workforce, IT, and infrastructure. (Focus on Distribution function)

(25) Attribute 1. A qualified, multi-skilled, sufficient workforce.

Allocation from Metrics provided in Characteristic 4.

(25) Attribute 2. A modern IT infrastructure.

Allocation from Metrics provided in Characteristic 4.

(25) Attribute 3. Distribution Flexibility.

(25) Metric 40. Density of multiple distribution nodes.

Question 40. List the name and number of all distribution nodes for each transportation mode within a 50-mile radius (as the crow flies) of the Supply and Storage Activity. List no more than the names of 5 nodes per mode.

Scoring: higher value = higher points.

(25) Metric 41. Throughput capacity in tons per day for distribution nodes.

Question 41. As of 31 May 04, what was the maximum shipping capacity in tons per day for each of the Supply and Storage Activity's available distribution nodes. Consider all distribution nodes in operational condition and include those located on the installation where the Activity resides. A day is defined as a 24-hour period. The distribution nodes are air, water, rail, pipeline, and ground (pipeline for bulk fuel activities only).

Scoring: higher value = higher points.

(25) Metric 42. Throughput capacity in line items per day for distribution nodes.

Question 42. For the Supply and Storage Activity, provide the highest number of line items shipped in a single day for the two fiscal year period of FY02 and FY03. Consider all transportation modes to include air, water, rail, and ground (exclude pipeline).

Scoring: higher value = higher points.

(25) Metric 43. Distance in miles to distribution nodes.

Question 43. What is the distance, in miles, from the Supply and Storage Activity to the most frequently used distribution node? Calculate from the main gate of your Activity's installation. Consider air, water, rail, and pipeline (pipeline for bulk fuel Activities only).

Scoring: lower value = higher points.

25) Attribute 4. Surge Shipments.

(50) Metric 44. Maximum possible tonnage per day.

Question 44. As of 31 May 04, what is the maximum possible daily tonnage the Supply and Storage Activity can ship utilizing all of the transportation modes (excluding pipeline) available? Transportation modes include air, rail, ground and water.

Scoring: higher answer = higher score.

(50) Metric 45. Highest number of line items shipped per day.

Question 45. For the Supply and Storage Activity, provide the highest number of line items shipped in a single day for the two fiscal year period of FY02 and FY03. Consider all transportation modes to include air, rail, ground and water (exclude pipeline).

Scoring: higher answer = higher score.

(XX) Characteristic 4. Manage a modern, flexible Supply, Storage and Distribution system capability with sufficient capacity to adapt to future requirements as defined by workforce, IT, and infrastructure. (Collective focus on Supply, Storage and Distribution functions)

(XX) Attribute 1. A qualified, flexible and sufficient workforce.

(60) Metric 46. Average Years of Service.

Question 46. As of 31 May 04, for the Supply and Storage Activity, what is the average number of years of government service per Government employee? Include government civilian and military personnel (do not include support contractor personnel).

Scoring: higher answer = higher score.

(20) Metric 47. Education Level.

Question 47. As of 31 May 04, for the Supply and Storage Activity, provide the percentage of the total government workforce that has attained a four-year college degree. Include Government civilian and military personnel (do not include support contractor personnel).

Scoring: higher weighted factor = higher score.

(20) Metric 48. Labor Pool Availability.

Question 48-A. Provide your Supply & Storage Activity's total number of non-military personnel employed. Include government civilian and contract support personnel.

Question 48-B. Provide the "private non-farm employment" number (from U.S. Census Bureau website) for the county in which the Supply and Storage Activity is located. If more than 25% of your workforce resides in an adjacent county or counties, combine the private non-farm employment number for those counties (see amplification).

Scoring: lower ratio = higher score.

(XX) Attribute 2. A modern IT infrastructure.

(50) Metric 49. Percentage of network backbone that will be fiber optic cable.

Question 49. What percentage of your Supply and Storage Activity's network backbone will be fiber optic cable by the end of FY-04? (Base answer on planned spending in the FY-04 President's budget.)

Scoring: higher answer = higher score.

(50) Metric 50. Percentage of infrastructure that will be connected to network backbone via a fiber optic cable.

Question 50. What percentage of your Supply and Storage Activity's infrastructure (within and between buildings), based on the number of workstations, will be connected to the network backbone via fiber optic cable by the end of FY-04? (Base answer on planned spending in the FY-04 President's budget.)

Scoring: higher answer = higher score.

(10) Criterion 4. The cost of operations and the manpower implications.

(35) Characteristic 1. Manage inventory processes to minimize cost and manpower requirements. (Focus on Supply function)

Allocation from Metrics provided in Characteristic 4.

(35) Characteristic 2. Operate receipt, storage and issue functions that minimize cost and manpower requirements. (Focus on Storage function)

Allocation from Metrics provided in Characteristic 4.

(30) Characteristic 3. Conduct distribution operations that minimize cost and manpower requirements. (Focus on Distribution function)

Allocation from Metrics provided in Characteristic 4.

(XX) Characteristic 4. Manage Supply, Storage and Distribution processes to minimize cost and manpower requirements. (Collective focus on Supply, Storage and Distribution functions)

(60) Attribute 1. Cost of operations.

(42) Metric 51. Cost of operations per person.

Question 51-A. For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's annual cost of operations. Calculate the cost of operations as per amplification below.

Scored as a ratio with the next question, lower ratio = higher points.

Question 51-B. Provide the number of personnel (actual Government civilian, military, and contractor support personnel) assigned to the Supply and Storage Activity at the end of the fiscal years shown below (30 Sep 01, 02, and 03). This is a count of people, not a conversion to full-time equivalents.

Scored as a ratio with the preceding question, lower ratio = higher points.

(18) Metric 52. Locality pay percentage.

Question 52. What is the Calendar Year 2004 locality pay percentage for Government civilian personnel at the Supply and Storage Activity's location?

Scoring: lower answer = higher points.

(40) Metric 53. Ratio of facilities repair and maintenance costs to square feet of utilized space.

Question 53-A. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the repair and maintenance costs (in

actual dollars) for real property facilities used by the Supply and Storage Activity.

Scored as a ratio with the next question, lower ratio = higher points.

Question 53-B. For each of the fiscal years shown in the table below (FY01, FY02, and FY03), what was the gross square footage of real property facilities used for Supply and Storage Activity functions?

Scored as a ratio with the preceding question, lower ratio = higher points.

(40) Attribute 2. Manpower implications.

(60) Metric 54. Time required to fill Supply and Storage job openings.

Question 54-A. For FY03, provide the average length of time (in days) required to fill Government civilian job openings within the Supply and Storage Activity. This measurement begins when the position is announced and ends when the hiring official has formally notified the personnel office of a selection of an individual.

Scored as a ratio with the next question, lower ratio = higher points

Question 54-B. For FY03, provide the average length of time (in days) required to fill all Government civilian job openings within the installation. This measurement begins when the position is announced and ends when the hiring official has formally notified the personnel office of a selection of an individual.

Scored as a ratio with the preceding question, lower ratio = higher points

(40) Metric 55. Ratio of items managed and assigned personnel.

Question 55-A. Provide the number of NSNs managed by the Supply and Storage Activity at the end of the fiscal years shown below (FY01, FY02, and FY03). Include stocked and non-stocked items in the number of NSNs managed.

Scored as a ratio with the next question, higher ratio = higher points.

Question 55-B. Provide the number of personnel (actual Government civilian, military, and contractor support personnel) assigned to the Supply and Storage Activity at the end of the fiscal years shown below (30 Sep 01, 02, and 03). This is a count of people, not a conversion to full-time equivalents.

Scored as a ratio with the preceding question, higher ratio = higher points.

APPENDIX B: SCORING PLAN

Table B1: Military Value Weight of each Metric

Criteria & Metrics	Supply Weight	Storage Weight	Distribution Weight	Common Weight	Total Weight
Criterion 1	14.00%	8.75%	12.25%		35.00%
M1	3.92%				
M2	1.68%				
M3	1.26%				
M4	1.26%				
M5	1.68%				
M6	1.47%				
M7	1.05%				
M8	1.26%				
M9	0.42%				
M10		1.31%			
M11		0.44%			
M12		0.44%			
M13		0.92%			
M14		0.92%			
M15		1.23%			
M16		2.10%			
M17		0.70%			
M18		0.70%			
M19			2.76%		
M20			2.76%		
M21			1.68%		
M22			1.68%		
M23			1.68%		
M24			1.68%		
Criterion 2	7.00%	7.00%	6.00%		20.00%
M25	0.70%				
M26	0.70%				
M27	1.40%				
M28	2.10%				
M29	2.10%				
M30		1.40%			
M31		1.40%			
M32		4.20%			
M33			2.40%		
M34			1.50%		
M35			2.10%		

Table B1: Military Value Weight of each Metric (cont.)

Criteria & Metrics	Supply Weight	Storage Weight	Distribution Weight	Common Weight	Total Weight
Criterion 3	8.75%	5.25%	21.00%		35.00%
M36		0.66%			
M37		0.66%			
M38		0.66%			
M39		0.66%			
M40			1.31%		
M41			1.31%		
M42			1.31%		
M43			1.31%		
M44			2.63%		
M45			2.63%		
M46	3.15%	0.79%	3.15%	≤ 7.09%	
M47	1.05%	0.26%	1.05%	≤ 2.36%	
M48	1.05%	0.26%	1.05%	≤ 2.36%	
M49	1.75%	0.66%	2.63%	≤ 5.03%	
M50	1.75%	0.66%	2.63%	≤ 5.03%	
Criterion 4	3.50%	3.50%	3.00%		10.00%
M51	0.88%	0.88%	0.76%	≤ 2.52%	
M52	0.38%	0.38%	0.32%	≤ 1.08%	
M53	0.84%	0.84%	0.72%	≤ 2.40%	
M54	0.84%	0.84%	0.72%	≤ 2.40%	
M55	0.56%	0.56%	0.48%	≤ 1.60%	
Total	33.25%	24.50%	42.25%		100.00%

Metric Weights

The metric weights given in Table B1 for metrics one through forty-five are the product of the weights assigned to each Criterion, Characteristic, Attribute, and Metric combination detailed in Appendix A. Calculation of metric weights for Metrics 46 through 55 requires further explanation. These metrics fall within Characteristic Four, the “common” characteristic that is not assigned its own characteristic weight. The weights for the metrics that fall within Characteristic Four are calculated as a composite of the weights assigned to the other three functional characteristics for that particular criterion, attribute, and metric. The Common metrics have four military value weights shown per metric: one each for Supply, Storage, Distribution, and Common. The weight used for these metrics in the military value scoring model is the sum of the component weights that apply to each grouping of Activities. More specifically, the Storage and Distribution functions are not applicable to the grouping of National Inventory Control Points (NICPs), so the weights for the “Common Metrics” are determined by the Supply weight component alone. Similarly, the weights for the Common Metrics for the Defense Distribution Depots (DDD) are comprised of the Storage and Distribution components listed above for metrics 46 through 55. Finally, the weights for the Common Metrics for Defense Reutilization and Marketing Offices (DRMOs) are based on the Supply and Storage components.

S&S JCSG Normalization Method

The primary normalization method is applied to all field data for each military value metric, with the exception of Metric 28 (workspace per employee) and T-Factors 1 and 2 (described in Appendix D). All field responses for each metric were normalized on a scale from 0.00 to 1.00. As a result, the Activity with the most preferred value for each metric received a normalized score of 1.00. Activities who do not accomplish the particular function being measured (indicated by its answer of N/A or zero⁵ across all fiscal years for which data was requested) received zero military value points for that metric, and their responses were not included in calculating the mean and standard deviation of the data set. The Activity who accomplishes the function but had the least preferred value received a normalized score of 0.01.⁶ All other data responses were normalized between 0.01 and 1.00 using a linear function between the least and most preferred values. To ensure that outliers would not skew the scoring function, the “least preferred value” and “most preferred value” were restricted to values within two standard deviations of the data set mean.

The primary method requires the following steps:

- 1) Determine the mean average of the data set.
- 2) Determine the “population standard deviation” (hereafter referred to as the “standard deviation”) of the data set.
- 3) Assign all observed values outside 2 standard deviations of the metric’s preferred direction from the mean a score of 1.00.
- 4) Assign all observed values outside 2 standard deviations of the metric’s undesired direction from the mean a score of 0.00.
- 5) Use the highest value within 2 standard deviations and the lowest value within 2 standard deviations of the mean to create a range of values.
- 6) From the range created in Step 5, subtract the low value from the high value.
- 7) Use the value calculated in Step 6 as the denominator for all normalization calculations for the data set.
- 8) (a) Calculate the numerator by subtracting the low value in the range from each observed value in the data set (except those outside 2 standard deviations from the mean) when the metric assigns the highest score to the highest value in a data set.
(b) Calculate the numerator by subtracting each observed value in the data set (except those outside 2 standard deviations from the mean) from the high value in the range when the metric assigns the highest score to the lowest value in a data set.
- 9) Divide the numerator from Step 8 by the denominator from Step 7 for all data.
- 10) Multiply the result from step 8 by 0.99. Then add 0.01.

⁵ For metrics where lower is considered better, a zero is a meaningful answer for an Activity that accomplishes the particular function and will not be scored the same as an “N/A” response.

⁶ This distinguished the Activity with the “least preferred value” from an Activity for which the function being measured does not even apply.

Steps six through ten are shown in equation form below.

If a higher value equals a higher score, then:

$$\text{Normalized Scoring from the Range} = .99 \times \left(\frac{\text{Observed Value} - \text{Low Value}}{\text{High Value} - \text{Low Value}} \right) + 0.01$$

If a lower value equals a higher score, then:

$$\text{Normalized Scoring from the Range} = .99 \times \left(\frac{\text{High Value} - \text{Observed Value}}{\text{High Value} - \text{Low Value}} \right) + 0.01$$

Additional Step Required for Metrics applicable to both Regular and Bulk Fuels Storage or Distribution

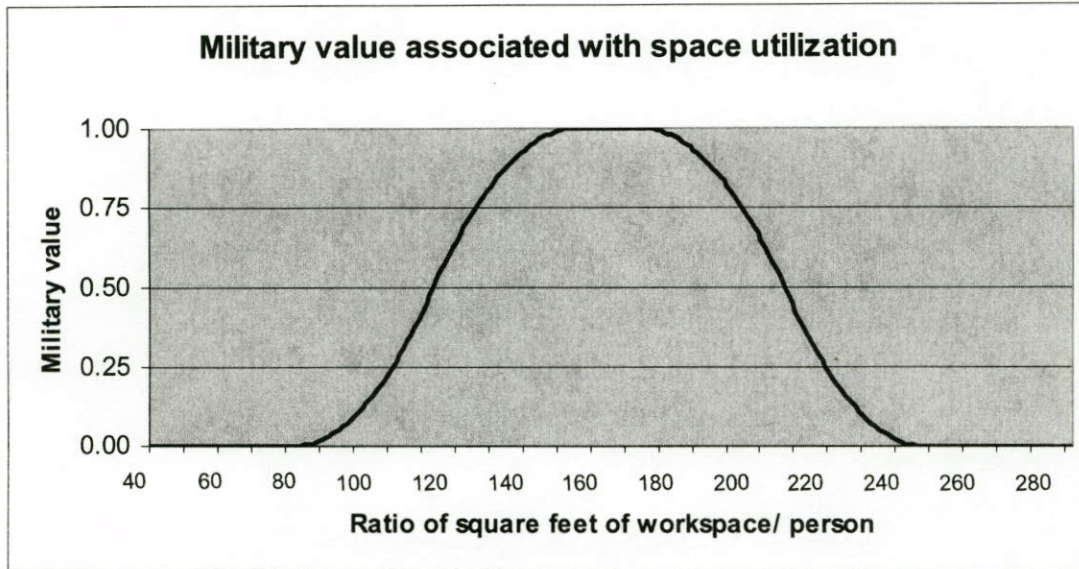
Metrics 15, 20, 27, and 36-39 measure attributes applicable to both regular and bulk fuels storage or distribution. For the same question, an Activity may provide data in one unit of measure for their regular storage or distribution (e.g. Gross Square Feet or line items shipped) and another for their bulk fuels storage or distribution (e.g. Gallons), if applicable. The S&S JCSG has chosen metrics that apply to both “wet” and “dry” storage/distribution at the same time, yet there is no direct relationship between the varying units of measure so that they could legitimately be normalized together. For these metrics, Activities were scored using the primary normalization method for each non-related unit of measure separately. Then, for each metric, the highest normalized score achieved by an Activity became its military value score for that metric.

For example, Metric 20 measures “total amount shipped”. Data given as total line items shipped were normalized together as one data set using the primary normalization method, as were data given as gallons shipped. An Activity that ships regular line items *and* bulk fuels would receive the higher of their two normalized scores for Metric 20.

Secondary Normalization Methods Used

Secondary normalization methods are used on a case-by-case basis where non-linear functions better serve the scoring of metrics than the primary method. Two T-factors (see Appendix D) are scored using non-linear functions. One other question concerning workspace per employee is scored using a unique non-linear function (see Table B3 for scoring amplification). Figure B1 is provided to see the graphical representation of the non-linear function capturing workspace per employee.

Figure B1: Example Non-Linear Function Graph



Sample Calculation and Other Normalization Methods Considered

Table B2 provides an example of a data set with 21 Activities for a metric where a higher value demands a higher military value score. The example compares the normalization results of the primary method with two alternative normalization methods also considered by the S&S JCSG.

Table B2: Normalization Methods Considered

Activity	Field Response	Normalization Methods			
		Primary	Secondary	Alternative 1	Alternative 2
A	100	0.48	Secondary Normalization Methods are Dependent upon Assigned Non-Linear Functions (e.g. T1 and T2 in Appendix D)	0.01	0.15
B	110	0.53		0.01	0.20
C	120	0.58		0.01	0.25
D	131	0.64		0.01	0.35
E	141	0.69		0.01	0.45
F	150	0.74		0.02	0.55
G	161	0.80		0.02	0.70
H	171	0.85		0.02	0.80
I	180	0.90		0.02	0.85
J	190	0.95		0.02	0.90
K	200	1.00		0.02	0.95
L	n/a	0.00		0.00	0.00
M	10,000	1.00		1.00	1.00
N	10	0.01		0.00	0.05
O	151	0.74		0.02	0.60
P	139	0.68		0.01	0.40
Q	159	0.79		0.02	0.65
R	169	0.84		0.02	0.75
T	129	0.63		0.01	0.30
U	149	0.73		0.01	0.50
V	12	0.02		0.00	0.10

Applying the ten steps of the primary normalization method to Activity F in the table's example provides:

- 1) The mean average of the data set is 629.
- 2) The standard deviation of the data set is 2206.
- 3) Give all values greater than 5041 a normalized score of 1.00. ($5041 = 629 + 2206 + 2206$)
- 4) Give all values less than -3784 a normalized score of 0.00.⁷ ($-3783 = 629 - 2206 - 2206$)
- 5) The maximum value within 2 standard deviations of the mean is 200 and the minimum scored value within 2 standard deviations is 10. 200 thus becomes the "most preferred value" and 10 becomes the "least preferred value"
- 6) Subtract 10 from 200.
- 7) Use the result, 190, as the denominator.
- 8) Subtract 10 from 150.

⁷ This step does not affect the given data set.

- 9) Divide the result, 140, by 190.
10) Multiply the result, 0.74, by 0.99. Then add 0.01. Activity F's normalized score is .74.

$$(0.99 \times 0.74) + .01 = .74$$

Note that the example data set produces two normalized scores of 1.0. Activity M received a normalized score of 1.0 from Step three (outlier value). Activity K also received a normalized score of 1.0 as the highest value within 2 standard deviations of the mean, according to steps six through ten.

Alternative Methods of Normalization Considered by the S&S JCSG

Alternative Method 1 is a simplified version of the primary method and simply considers all values in a data set for normalization. To calculate Alternative Method 1, simply follow Step 5 through Step 9 of the primary method (but create the range of values using the true maximum and minimum values in the data set rather than values within two standard deviations).

- Pros
 - Simple to compute
 - Most commonly used
- Cons
 - Allows outliers to skew data
 - Minimizes the “scatter” of values

Alternative Method 2 ranks all values in a data set. Assigns a normalized score based only on the rank of the value in the data set.

- Pros
 - Provides “perfect scatter” of observed values in the data set
 - Negates the skewing effect of outliers
- Cons
 - Loses the “richness” of the data set; stripped of numeric values
 - Rarely used

Table B3: Scoring Workspace per Employee

Square Feet per Employee	Score	Square Feet per Employee	Score	Square Feet per Employee	Score	Square Feet per Employee	Score
<=81	0.00	121	0.65	161	1.00	201	0.67
82	0.01	122	0.67	162	1.00	202	0.65
83	0.01	123	0.69	163	1.00	203	0.62
84	0.01	124	0.71	164	1.00	204	0.60
85	0.02	125	0.73	165	1.00	205	0.58
86	0.02	126	0.75	166	1.00	206	0.55
87	0.03	127	0.77	167	1.00	207	0.53
88	0.04	128	0.78	168	1.00	208	0.50
89	0.04	129	0.80	169	1.00	209	0.47
90	0.05	130	0.82	170	1.00	210	0.45
91	0.06	131	0.83	171	1.00	211	0.42
92	0.07	132	0.85	172	1.00	212	0.40
93	0.08	133	0.86	173	1.00	213	0.37
94	0.09	134	0.88	174	0.99	214	0.35
95	0.11	135	0.89	175	0.99	215	0.33
96	0.12	136	0.90	176	0.99	216	0.31
97	0.13	137	0.91	177	0.98	217	0.29
98	0.15	138	0.92	178	0.98	218	0.27
99	0.16	139	0.93	179	0.97	219	0.25
100	0.18	140	0.94	180	0.97	220	0.23
101	0.19	141	0.95	181	0.96	221	0.21
102	0.21	142	0.96	182	0.95	222	0.19
103	0.23	143	0.97	183	0.94	223	0.18
104	0.25	144	0.97	184	0.93	224	0.16
105	0.27	145	0.98	185	0.92	225	0.15
106	0.29	146	0.98	186	0.91	226	0.13
107	0.31	147	0.99	187	0.90	227	0.12
108	0.33	148	0.99	188	0.89	228	0.11
109	0.35	149	0.99	189	0.88	229	0.09
110	0.37	150	1.00	190	0.86	230	0.08
111	0.40	151	1.00	191	0.85	231	0.07
112	0.42	152	1.00	192	0.83	232	0.06
113	0.45	153	1.00	193	0.82	233	0.05
114	0.47	154	1.00	194	0.80	234	0.04
115	0.50	155	1.00	195	0.78	235	0.04
116	0.53	156	1.00	196	0.77	236	0.03
117	0.55	157	1.00	197	0.75	237	0.02
118	0.58	158	1.00	198	0.73	238	0.02
119	0.60	159	1.00	199	0.71	239	0.01
120	0.62	160	1.00	200	0.69	>=240	0.00

APPENDIX C: SCORING COMMODITY COMPLEXITY FOR SUPPLY ACTIVITIES (C-factor)

PART 1: Complexity Factor (C-factor) Methodology Description

The S&S JCSG developed a “complexity factor” (C-factor) to adjust for the complexities of managing different commodity types and product groups. The C-factor will be applied to all inventory management questions.

The C-factor considers two dimensions: 1) complexity differences between commodity types and 2) complexity differences between product groups. Based on the process outlined below each activity is assigned a complexity factor. The C-factor is multiplied by the 0.0 to 1.0 normalized score of each inventory management question. The data set is normalized a second time following the application of the C-factor. The C-factor is determined by:

- 1) The field completes a table (a header question will present the table) bounded by commodity type rows on the left and product group columns on the top. (The weights of the commodity types and product groups will not be displayed.)
- 2) The field populates each cell of the table with a number representing the percentage of the items managed (e.g. Aviation Repair parts, 5%). If the cell does not apply, the activity will be asked to annotate the cell with a “zero.” All cells should add up to 100% to account for all line items managed by the activity.

Note: Some Activities provided data to this question that did not add to 100% as instructed. Appendix G describes the resolution to this issue.

- 3) The S&S JCSG, using the Complexity Factor Calculation Worksheet, calculates the commodity type contribution to the C-factor by summing the three product group values.
 - a. Product group values are determined by multiplying the weights of the commodity type and product group by the percentage of line items managed.
- 4) The S&S JCSG sums the commodity type contributions to determine the Activity’s C-factor

Note: See Part 3 of this Appendix for an example calculation.

PART 2: Complexity Factor Table

Header Question

Based on the total number of line items managed by the Supply and Storage Activity as of 30 Sep 2003, complete the following table by entering the percentages of the total line items for each product group by commodity type. Percentages may be entered for multiple commodity types; however, the total for all the percentages entered must equal 100%. Product groups not managed by your activity should be annotated with a “zero.”

Commodity Types	Product Groups			Total
	End Items % of Total Line Items Managed	Reparables % of Total Line Items Managed	Consumables % of Total Line Items Managed	
Armaments				
Aviation				
Chemical & Biological				
Communications - Electronics				
Construction Equipment				
Conventional Ordnance				
Ground Vehicles				
Fuels/POL				
Medical				
Space & Missiles				
Nuclear Subsafe				
Ships, Vessels & Watercraft				
Subsistence				
Troop Support				
Other				
Other				
Totals				100%

PART 3: Complexity Factor Example

A C-factor Calculation Worksheet is provided to show how the C-factor is calculated. An example is provided below and shows the weights of both the commodity types and

the product groups. The calculations in the table are illustrated on the next page. **All data provided is for illustrative purposes only.**

Complexity Factor Calculation Worksheet

Complexity Ranking	Commodity Types	Product Groups			Commodity Type Contribution
		End Items % of Total Line Items Managed Weight - 1.0	Reparables % of Total Line Items Managed Weight - .75	Consumables % of Total Line Items Managed Weight - .25	
1	Nuclear Subsafe Weight - 1.0				
2	Aviation (SOF) Weight - .95				
3	Space & Missiles Weight - .90	15%	20%	5%	.281
4	Communications- Electronics Weight - .85	10%	25%	25%	.297
5	Ships, Vessels & Watercraft Weight - .80				
6	Armaments Weight - .75				
8	Chemical & Biological Weight - .70				
8	Conventional Ordnance Weight - .70				
9	Ground Vehicles Weight - .65				
10	Construction Equipment Weight - .55				
12	Troop Support Equipment Weight - .45				
13	Medical Weight - .40				
14	Fuels/POL Weight - .30				
14	Subsistence Weight - .30				

14	Other Weight - .30			
Activity's Complexity Factor				.579

Explanation:

The weights assigned to commodity types and product groups were determined using the military judgment of most of the S&S JCSG members.

Example Calculation:

Factor for Missiles

$$= (.90)(.15)(1.0) + (.90)(.20)(.75) + (.90)(.05)(.25) = .281$$

Factor for Communications-Electronics

$$= (.85)(.1)(1.0) + (.85)(.25)(.75) = (.85)(.25)(.25) = .298$$

Activity's Complexity Factor

$$= .281 + .298 = .579$$



**APPENDIX D: SCORING MODAL / NODAL CAPABILITY FOR
DISTRIBUTION ACTIVITIES (Transportation or T-factor)**

When considering the distribution capabilities of Supply and Storage Activities, the S&S JCSG assigned different military value weights to the “modes of transportation” available to an Activity (air, sea, rail, pipeline and ground). The S&S JCSG assigned greater military value to an Activity’s ability to ship via multiple transportation modes. Military value will also differ based on an Activity’s distance to its distribution nodes and the nodes’ tonnage capacity. The proximity of the closest and/or most frequently used distribution nodes, together with tonnage capacity, are of importance when determining an Activity’s military value.

To determine the various military value assignments, Activities will be scored using transportation factors (T-factors). T-factors represent a composite value of all the transportation modes and distribution nodes used by an Activity. There will be four T-factors scored for each Activity:

T1: Measures the density of multiple distribution nodes to each Activity.

T2: Measures the distance in miles from each Activity to its most frequently used distribution nodes.

T3: Measures the throughput capacity, in tons per day, of each Activity’s most frequently used distribution nodes.

T4: Measures the capability to increase distribution volume across distribution nodes at each Activity

The S&S JCSG assigned the weights listed below to each mode of transportation. Military judgment and experience within the DOD transportation community aided in the determination of the following five modal weights:

Table D1: Weighting of Transportation Modes

Transportation Mode	Modal Weight
Air	0.30
Sea	0.25
Rail	0.20
Pipeline	0.15
<u>Ground</u>	<u>0.10</u>
TOTAL	1.00

The S&S JCSG, in determining the weights, made the following assumptions:

1. Activities possessing all five modes of transportation on their installation will more likely have the greatest military value.
2. The air mode is critical to the DOD's ability to deploy and sustain forces, move time sensitive items and personnel. Therefore it received the highest weighting.
3. The sea mode delivers 95 percent of DOD overseas cargo. Therefore it received the second highest weighting.
4. The rail mode is capable of transporting greater volumes of cargo than the truck mode and is less hindered by civilian traffic. Therefore it received the third highest weight. Rail may also travel more miles per day (528) than ground (400). Military Traffic Management Command Transportation Engineering Agency Pamphlet 700-2 stipulates an average of 400 miles per day for military convoys and 528 miles per day on average for unit trains, also illustrating that rail is more valuable than truck as more miles can be traversed in one day by rail than by truck.
5. The pipeline mode, when accessible, can deliver large quantities of POL, undisturbed to facilities, therefore it received the fourth highest weight.
6. The ground mode is considered accessible to all Activities. Therefore it has been assigned the least weighted value.

Also considered for the ground mode, Air Mobility Command load planners will save space on military aircraft for cargo that may be delivered in one-half of a day or less (200 miles) from an installation. Installations one-day away (400 miles) will not be committed to a particular aircraft, unless the cargo is valuable. Cargo received from an installation more than one-day away (400+ miles) is usually placed in storage and load planned when aircraft become available.

Description and application of the four T-factors:

T1: Density of Multiple Distribution Nodes

The first T-factor (T1) is used to determine the military value of an Activity's access to multiple distribution nodes (e.g. multiple airports) for four of the five transportation modes (assumed every facility possesses ground mode). The inherent value of this measurement is to portend distribution flexibility.

The S&S JCSG determined that the "normalized" scoring of T-1 should follow a function that represents the "law of diminishing returns." The value of additional nodes for a particular mode follows the following scoring table:

Table D2: Scoring Access to Multiple Nodes (T1)

Number of Nodes within 50 miles	Normalized Score
0 nodes	0.00 score

1 node	0.36 score
2 nodes	0.64 score
3 nodes	0.84 score
4 nodes	0.96 score
>=5 nodes	1.00 score

Example for Illustrational Purposes Only

Activity X can access the following number of nodes within a 50-mile radius: 4 Airports, 3 Seaports, 1 Rail Terminal, and no Pipeline Terminals.

Mode	Mode Weight (MW)	Field Response	Normalized Score (use Table D2) (NS)	Sub-total (MW) * (NS)
Air	0.30	4	0.96	0.288
Sea	0.25	3	0.84	0.210
Rail	0.20	1	0.36	0.072
Pipeline	0.15	0	0.00	0.000
T1: factor for Activity X				0.570

Activity Y can access the following number of nodes within a 50-mile radius: 3 Airports, no Seaports, 2 Rail Terminals, and 1 Pipeline Terminal.

Mode	Mode Weight	Field Response	Normalized Score (use Table D2)	Sub-total
Air	0.30	3	0.84	0.252
Sea	0.25	0	0.00	0.000
Rail	0.20	2	0.64	0.128
Pipeline	0.15	1	0.36	0.05
T1: factor for Activity Y				0.434

Activity Z can access the following number of nodes within a 50-mile radius: no Airports, 2 Seaports, no Rail Terminals, and 1 Pipeline Terminal.

Mode	Mode Weight	Field Response	Normalized Score (use Table D2)	Sub-total
Air	0.30	0	0.00	0.000
Sea	0.25	2	0.64	0.160
Rail	0.20	0	0.00	0.000
Pipeline	0.15	1	0.36	0.054
T1: factor for Activity Z				0.214

T2: Distance in Miles to Distribution Nodes

The second T-factor (T2) is used to determine the military value of an Activity’s distance to each of its most frequently used distribution nodes (all five modal nodes) starting at the Activity’s main gate. The importance of this measurement is to value the proximity of each modal node.

The S&S JCSG determined that the “normalized” scoring of T2 will follow a non-linear function. The normalized scores, derived by an S-function, may be found on the last page of Appendix D in Table D3. This table is represented graphically in Figure D1. The score is based on miles to the node from the Activity’s main gate (on base equals “zero” miles).

Example for Illustrational Purposes Only

The distance of Activity X’s most frequently used distribution nodes to the activity’s main gate: Airport - 25 miles; Seaport - 200 miles; Rail Terminal - 8 miles; and Pipeline Terminal – 56 miles.

Mode	Mode Weight (MW)	Field Response (miles)	Normalized (use Table D3) (NS)	Sub-total (MW) * (NS)
Air	0.30	25	0.79	0.237
Sea	0.25	200	0.07	0.018
Rail	0.20	8	0.89	0.178
Pipeline	0.15	56	0.35	0.053
T2: factor for Activity X				0.486

The distance of Activity Y’s most frequently used distribution nodes to the activity’s main gate: Airport - 18 miles; Seaport – on base; Rail Terminal - 15 miles; and Pipeline Terminal - 36 miles.

Mode	Mode Weight	Field Response (miles)	Normalized Score (use Table D3)	Sub-total
Air	0.30	18	0.84	0.252
Sea	0.25	0	1.00	0.250
Rail	0.20	15	0.86	0.172
Pipeline	0.15	36	0.67	0.101
T2: factor for Activity Y				0.775

The distance of Activity Z’s most frequently used distribution nodes to the activity’s main gate: Airport – on base; Seaport - 6 miles; Rail Terminal – 19; and Pipeline Terminal - 60 miles.

Mode	Mode Weight	Field Response (miles)	Normalized Score (use Table D3)	Sub-total
Air	0.30	0	1.00	0.300
Sea	0.25	6	0.89	0.223
Rail	0.20	19	0.84	0.168
Pipeline	0.15	60	0.29	0.044
T2: factor for Activity Z				0.735

T3: Throughput Capacity, in Tons Per Day, of Most Frequently Used Distribution Nodes

The third T-factor (T3) is used to determine the military value of an Activity’s tonnage capacity at its most frequently used distribution nodes (all five modal nodes). The importance of this measurement is to value the throughput capacity of each modal node.

The S&S JCSG determined that the “normalized” scoring of T3 follows the “primary method” of normalization discussed in Appendix B for metrics where a higher value equals a higher score. For example, the largest field response (if within 2 standard deviations of the mean), in tons, receives a normalized score of “1.00.” The smallest non-zero field response (if within 2 standard deviations of the mean) receives a normalized score of “0.01.” The S&S JCSG will then array the remaining responses proportionally.

Example for Illustrational Purposes Only

The tonnage capacity per mode of transportation for five Activities is given below.

Activity	Air Node Throughput in Tons per Day	Water Node Throughput in Tons per Day	Rail Node Throughput in Tons per Day	Pipeline Node Throughput in Tons per Day	Ground Node Throughput in Tons per Day
A	0	0	78	0	183
B	0	0	65.2	0	136.8
C	0	0	13	0	126.2
D	0	0	0	0	77
E	0	0	0	0	16.8

Next, application of the primary normalization method returns the values below for each Activity and mode of transportation.

Activity	Air Node Normalized Score	Water Node Normalized Score	Rail Node Normalized Score	Pipeline Node Normalized Score	Ground Node Normalized Score
A	0.00	0.00	1.00	0.00	1.00
B	0.00	0.00	0.81	0.00	0.72
C	0.00	0.00	0.01	0.00	0.66
D	0.00	0.00	0.00	0.00	0.37
E	0.00	0.00	0.00	0.00	0.01

Finally, the modal weights are applied and the resulting total is re-normalized to create the "T-3 Factor" score.

After Application of Modal Weights								
	0.3	0.25	0.2	0.15	0.1			
Activity	Air Node Normalized Score	Water Node Normalized Score	Rail Node Normalized Score	Pipeline Node Normalized Score	Ground Node Normalized Score	TOTAL	Normalized Score ("T-3 Factor")	
A	0.00	0.00	0.20	0.00	0.10	0.30	1.00	
B	0.00	0.00	0.16	0.00	0.07	0.23	0.78	
C	0.00	0.00	0.00	0.00	0.07	0.07	0.23	
D	0.00	0.00	0.00	0.00	0.04	0.04	0.13	
E	0.00	0.00	0.00	0.00	0.00	0.00	0.01	

T4: Capability to Increase Distribution Volume

The fourth T-factor (T4) is used to determine the military value of an Activity’s capability to increase distribution volume across all five modal nodes. Data was collected to calculate each activity’s ratio of utilized capacity and maximum capacity by distribution modes.

Activities with a lower ratio of utilized capacity (and thus a higher capability to increase distribution volume) will receive a higher military value score for this metric. The S&S JCSG determined that the “normalized” scoring of T4 follows the “primary method” of normalization discussed in Appendix B for metrics where a lower value equals a higher score.

Figure D1: Graphical Depiction of Table D3

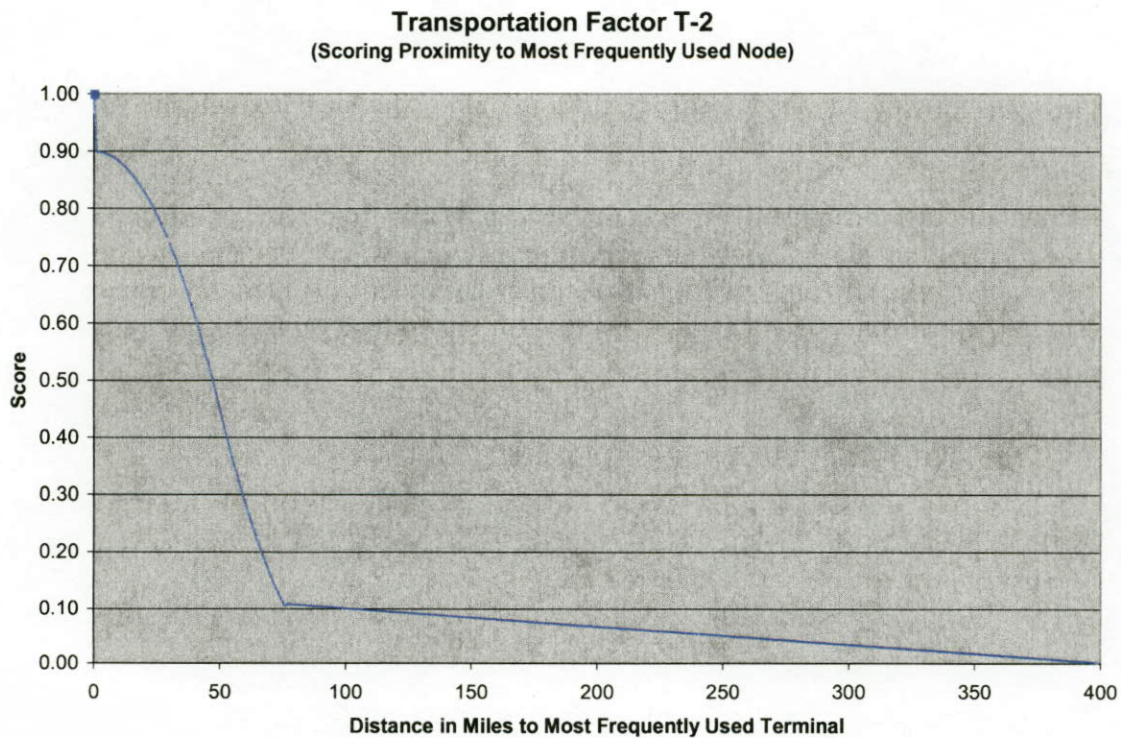


Table D3: Scoring Proximity to Most Frequently Used Node (T2)

Miles	Score	Miles	Score	Miles	Score	Miles	Score	Miles	Score	Miles	Score	Miles	Score	Miles	Score
0	1.00	50	0.45	100	0.10	150	0.08	200	0.07	250	0.05	300	0.03	350	0.02
1	0.90	51	0.43	101	0.10	151	0.08	201	0.07	251	0.05	301	0.03	351	0.02
2	0.90	52	0.41	102	0.10	152	0.08	202	0.07	252	0.05	302	0.03	352	0.02
3	0.90	53	0.40	103	0.10	153	0.08	203	0.07	253	0.05	303	0.03	353	0.02
4	0.90	54	0.38	104	0.10	154	0.08	204	0.07	254	0.05	304	0.03	354	0.02
5	0.90	55	0.36	105	0.10	155	0.08	205	0.07	255	0.05	305	0.03	355	0.02
6	0.89	56	0.35	106	0.10	156	0.08	206	0.06	256	0.05	306	0.03	356	0.01
7	0.89	57	0.33	107	0.10	157	0.08	207	0.06	257	0.05	307	0.03	357	0.01
8	0.89	58	0.32	108	0.10	158	0.08	208	0.06	258	0.05	308	0.03	358	0.01
9	0.89	59	0.30	109	0.10	159	0.08	209	0.06	259	0.05	309	0.03	359	0.01
10	0.88	60	0.29	110	0.10	160	0.08	210	0.06	260	0.05	310	0.03	360	0.01
11	0.88	61	0.27	111	0.10	161	0.08	211	0.06	261	0.05	311	0.03	361	0.01
12	0.87	62	0.26	112	0.10	162	0.08	212	0.06	262	0.05	312	0.03	362	0.01
13	0.87	63	0.25	113	0.10	163	0.08	213	0.06	263	0.05	313	0.03	363	0.01
14	0.86	64	0.23	114	0.10	164	0.08	214	0.06	264	0.05	314	0.03	364	0.01
15	0.86	65	0.22	115	0.10	165	0.08	215	0.06	265	0.05	315	0.03	365	0.01
16	0.85	66	0.21	116	0.09	166	0.08	216	0.06	266	0.04	316	0.03	366	0.01
17	0.85	67	0.20	117	0.09	167	0.08	217	0.06	267	0.04	317	0.03	367	0.01
18	0.84	68	0.18	118	0.09	168	0.08	218	0.06	268	0.04	318	0.03	368	0.01
19	0.84	69	0.17	119	0.09	169	0.08	219	0.06	269	0.04	319	0.03	369	0.01
20	0.83	70	0.16	120	0.09	170	0.08	220	0.06	270	0.04	320	0.03	370	0.01
21	0.82	71	0.15	121	0.09	171	0.08	221	0.06	271	0.04	321	0.03	371	0.01
22	0.81	72	0.14	122	0.09	172	0.08	222	0.06	272	0.04	322	0.03	372	0.01
23	0.80	73	0.13	123	0.09	173	0.08	223	0.06	273	0.04	323	0.03	373	0.01
24	0.80	74	0.12	124	0.09	174	0.08	224	0.06	274	0.04	324	0.03	374	0.01
25	0.79	75	0.11	125	0.09	175	0.08	225	0.06	275	0.04	325	0.03	375	0.01
26	0.78	76	0.11	126	0.09	176	0.07	226	0.06	276	0.04	326	0.02	376	0.01
27	0.77	77	0.11	127	0.09	177	0.07	227	0.06	277	0.04	327	0.02	377	0.01
28	0.76	78	0.11	128	0.09	178	0.07	228	0.06	278	0.04	328	0.02	378	0.01
29	0.75	79	0.11	129	0.09	179	0.07	229	0.06	279	0.04	329	0.02	379	0.01
30	0.74	80	0.11	130	0.09	180	0.07	230	0.06	280	0.04	330	0.02	380	0.01
31	0.73	81	0.11	131	0.09	181	0.07	231	0.06	281	0.04	331	0.02	381	0.01
32	0.72	82	0.11	132	0.09	182	0.07	232	0.06	282	0.04	332	0.02	382	0.01
33	0.70	83	0.11	133	0.09	183	0.07	233	0.06	283	0.04	333	0.02	383	0.01
34	0.69	84	0.11	134	0.09	184	0.07	234	0.06	284	0.04	334	0.02	384	0.01
35	0.68	85	0.11	135	0.09	185	0.07	235	0.06	285	0.04	335	0.02	385	0.01
36	0.67	86	0.10	136	0.09	186	0.07	236	0.05	286	0.04	336	0.02	386	0.00
37	0.65	87	0.10	137	0.09	187	0.07	237	0.05	287	0.04	337	0.02	387	0.00
38	0.64	88	0.10	138	0.09	188	0.07	238	0.05	288	0.04	338	0.02	388	0.00
39	0.63	89	0.10	139	0.09	189	0.07	239	0.05	289	0.04	339	0.02	389	0.00
40	0.61	90	0.10	140	0.09	190	0.07	240	0.05	290	0.04	340	0.02	390	0.00
41	0.60	91	0.10	141	0.09	191	0.07	241	0.05	291	0.04	341	0.02	391	0.00
42	0.58	92	0.10	142	0.09	192	0.07	242	0.05	292	0.04	342	0.02	392	0.00
43	0.57	93	0.10	143	0.09	193	0.07	243	0.05	293	0.04	343	0.02	393	0.00
44	0.55	94	0.10	144	0.09	194	0.07	244	0.05	294	0.04	344	0.02	394	0.00
45	0.54	95	0.10	145	0.09	195	0.07	245	0.05	295	0.04	345	0.02	395	0.00
46	0.52	96	0.10	146	0.08	196	0.07	246	0.05	296	0.03	346	0.02	396	0.00
47	0.50	97	0.10	147	0.08	197	0.07	247	0.05	297	0.03	347	0.02	397	0.00
48	0.49	98	0.10	148	0.08	198	0.07	248	0.05	298	0.03	348	0.02	398	0.00
49	0.47	99	0.10	149	0.08	199	0.07	249	0.05	299	0.03	349	0.02	399	0.00

APPENDIX E: QUESTIONS

Tables E-1 and E-2 summarize the traits and uses of the S&S JCSG’s military value questions. A list of all S&S JCSG military value questions which were asked during data call 2 follows these tables.

Table E-1 lists the capacity analysis questions (Data Call 1) that also serve as military value questions (avoiding the need to repeatedly ask the field the same questions).

Table E-2 lists the 58 questions that comprise Data Call 2.

Table - E-1: Questions from Data Call 1 Used to Score Military Value (Not Part of Data Call 2)

Data Call #1 Question (DoD #)	Crosswalk to Appendix A: Weighting Plan	Factors				Criteria				Functions		
		C-Factor	T-1 - Density	T-2 - Distance	T-3 - Tonnage	1	2	3	4	Supply	Storage	Distribution
636, 638	15-B					X					X	
636, 637, 638, 639	38							X			X	

Table - E-2: Military Value Questions to be Asked During Data Call 2

Data Call #2 Question (DoD #)	Crosswalk to Appendix A: Weighting Plan	Factors				Criteria				Functions		
		C-Factor	T-1 - Density	T-2 - Distance	T-3 - Tonnage	1	2	3	4	Supply	Storage	Distribution
2800	1	X				X				X		
2801	2	X				X				X		
2802	3	X				X				X		
2803	4	X				X				X		
2804	5-A	X				X				X		
2805	5-B	X				X				X		
2806	6-A	X				X				X		
2807	6-B	X				X				X		
2808	7-A	X				X				X		
2809	7-B	X				X				X		
2810	8-A, 9-B, 55-A	8-A, 9-B				8-A, 9-B			55-A	8-A, 9-B, 55-A	55-A	55-A
2811	8-B	X				X				X		
2812	9-A	X				X				X		
2813	10, 11-B, 12-A					X					X	
2814	11-A					X					X	
2815	12-B					X					X	
2816	13-A					X					X	
2817	13-B					X					X	
2818	14-A					X					X	
2819	14-B					X					X	
2820	15-A, 51-A					X			51-A	51-A	15-A, 51-A	51-A
2821	16, 17-B, 18-A					X					X	
2822	17-A					X					X	
2823	18-B					X					X	
2824	19-A					X						X

Table - E-2: Military Value Questions to be Asked During Second Data Call Cont'd

Data Call #2 Question (DoD #)	Crosswalk to Appendix A: Weighting Plan	Factors				Criteria				Functions		
		C-Factor	T-1 - Density	T-2 - Distance	T-3 - Tonnage	1	2	3	4	Supply	Storage	Distribution
2825	19-B					X						X
2826	20					X						X
2827	21, 40		X			21		40				21, 40
2828	22, 34, 35-B, 41				X	22	34, 35-B	41				X
2829	23, 42, 45					23		42, 45				23, 42, 45
2830	24, 43			X		24		43				24, 43
2831	25						X			X		
2832	26						X			X		
2833	27, 36						27	36		27	36	
2834	28-A						X			X		
2835	28-B						X			X		
2836	29						X			X		
2837	30, 31-A						X				X	
2838	31-B						X				X	
2839	32						X				X	
2840	33						X					X
2841	35-A				X		X					X
2842	37							X			X	
2843	39							X			X	
2844	44							X				X
2845	46							X		X	X	X
2846	47							X		X	X	X
2847	48-A							X		X	X	X
2848	48-B							X		X	X	X
2849	49							X		X	X	X
2850	50							X		X	X	X
2851	51-B, 55-B								X	X	X	X
2852	52								X	X	X	X
2853	53-A								X	X	X	X
2854	53-B								X	X	X	X
2855	54-A								X	X	X	X
2856	54-B								X	X	X	X
2857	HEADER								X	X	X	X

Reference #SST001 (DoD #2800): Total number of Customer Orders received by Supply and Storage Activity for stocked items

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, provide the Total Number of Customer Orders and the Total Number of Customer Orders Received for Stocked Items for each of the fiscal years identified in the table below (FY01, FY02, and FY03).

Source / Reference: Air Force Sources: AFLMA file for LRS Activities and Regional Supply Squadrons, D043 and D035 for NICP and Depot Supply.

Amplification: This question does not apply to Bulk Fuels. Stocked items have authorized stockage levels. For all, Customer Orders are defined as line items, not quantity ordered. For example:

How to compute Number of Customer Orders Received:

NSN 1234-01-567-8900

One Customer Order for 10 each.

Second Customer Order for 1 each.

Third Customer Order for 3 each.

NSN 1111-01-222-3456

One Customer Order for 3 each.

Second Customer Order for 4 each.

If this were the entire universe of stock numbers managed by the Supply and Storage Activity, the Number of Customer Orders Received equals 5.

Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS and LRS Activities. For NICPs include ND and K numbers for both categories. For Depot Supply, include local assigned NSNs for both categories. This question is not applicable to outsourced programs such as IPV at Depot Supply. RSS and LRS activities, may use AFLMA files for the Total No of Customer Orders Received and the Total Number of Customer Orders Received for Stocked Items. These files are computed as follows:

Total No of Customer Orders Received: TRIC MSI, DOR, BSU, and ISU with TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2D, 2I, 2K, 3G, 3J, 3Q, 3P, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, and 6P. Excludes Activity Codes U, M, and W.

Total Number of Customer Orders Received for Stocked Items: TRIC MSI, ISU, BSU, and DUO with TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2D, 2I, 2K, 3G, 3J, 3Q, 3P, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, and 6P; excluding Activity Codes U, M, and W.

RSS and LRS Activities should validate their own specific information, and if appropriate, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Navy Amplification: For Navy, stocked items are carried, and non-stocked items are not-carried. A Customer Order is the same as a requisition.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Customer Orders Received (#) numeric	FY01 Total No. of Customer Orders Received for Stocked Items (#) numeric	FY02 Total No. of Customer Orders Received (#) numeric	FY02 Total No. of Customer Orders Received for Stocked Items (#) numeric	FY03 Total No. of Customer Orders Received (#) numeric	FY03 Total No. of Customer Orders Received for Stocked Items (#) numeric

Reference #SST002 (DoD #2801): Total number of Customer Orders received by Supply and Storage Activity that were fully filled

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, provide the total number of Customer Orders received for items that were fully filled on first submission (nothing backordered, no partial issues), and the total number of all Customer Orders received during the same period for each of the fiscal years identified in the table below (FY01, FY02, and FY03).

Source / Reference: DOD Source: MILSTEP DOD 4000.25-3-M; Air Force Sources: AFLMA file for LRS and RSS Activities, D043 and D035 for NICP and Depot Supply. Amplification: This question does not apply to Bulk Fuels. Customer Orders are defined as line items, not quantity ordered. For example:

NSN 1234-01-567-8900

One Customer Order for 10 each.

Second Customer Order for 1 each.

Third Customer Order for 3 each.

NSN 1111-01-222-3456

One Customer Order for 3 each.

Second Customer Order for 4 each.

The Number of Customer Orders Received equals 5.

Air Force Amplification: This question applies to National ICPs, Depot Supply, Regional Supply Squadrons, and LRS Activities. This question is not applicable to outsourced programs such as IPV at Depot Supply. For NICPs, include ND and K numbers for both categories. For Depot Supply, include local assigned NSNs for both categories. LRS and RSS Activities may use AFLMA files computed as follows:

Total No. of Customer Orders Received: TRIC MSI, ISU, BSU, and DUO with TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2D, 2I, 2K, 3G, 3J, 3Q, 3P, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, and 6P; excluding Activity Codes U, M, and W.

Total Number of Customer Orders Received that were Fully Filled: TRIC MSI, BSU, and ISU with TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2I, 2K, 3G, 3J, 3Q, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, and 6P; excluding Activity Codes U, M, and W.

RSS and LRS Activities should validate their own specific information, and if appropriate, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the **data call** questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Navy Amplification: For Navy, stocked items are carried, and non-stocked items are not-carried. A Customer Order is the same as a requisition.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Customer Orders Received that were Fully Filled (#) numeric	FY01 Total No. Of Customer Orders Received (#) numeric	FY02 Total No. of Customer Orders Received that were Fully Filled (#) numeric	FY02 Total No. Of Customer Orders Received (#) numeric	FY03 Total No. of Customer Orders Received that were Fully Filled (#) numeric	FY03 Total No. Of Customer Orders Received (#) numeric

Reference #SST003 (DoD #2802): Total number of contracts awarded for each fiscal year

Function(s): Supply, Storage and Distribution - General

Question: Within the Supply and Storage Activity and for FY01, FY02, and FY03, provide the total number of contracts awarded and contract actions that were protested and adjudicated in favor of the interested party that submitted the protest (before or after contract award).

Source / Reference: Air Force Sources: J018, J041, and PD2.

Amplification: Air Force Amplification: This question only applies to National ICPs. It does not apply to Depot Supply, LRS, or RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Contracts Awarded (#) numeric	FY01 No. of Contracts with Upheld Protests (#) numeric	FY02 Total No. of Contracts Awarded (#) numeric	FY02 No. of Contracts with Upheld Protests (#) numeric	FY03 Total No. of Contracts Awarded (#) numeric	FY03 No. of Contracts with Upheld Protests (#) numeric

Reference #SST004 (DoD #2803): Total number of contracts awarded fiscal year

Function(s): Supply, Storage and Distribution - General

Question: Within the Supply and Storage Activity and for FY01, FY02, and FY03, provide the total number of contract actions that were ratified after the Government benefited from an unauthorized commitment.

Source / Reference: Air Force Sources: J018, J041, and PD2.

Amplification: Air Force Amplification: This question only applies to National ICPs. It does not apply to Depot Supply, LRS, or RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply and Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 No. of Ratified Contract Actions (#) numeric	FY02 No. of Ratified Contract Actions (#) numeric	FY03 No. of Ratified Contract Actions (#) numeric

Reference #SST005 (DoD #2804): Total number of open contracts managed by the Supply and Storage Activity

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years indicated below (FY01, FY02, and FY03), provide the total number of open contracts managed by the Supply and Storage Activity. Open contracts are those that are not physically complete or not eligible for close-out procedures for any portion of each fiscal year. Include purchase orders and delivery orders in the total number of contracts.

Source / Reference: Air Force Sources: J018, J041, and PD2.

Amplification: Depending on the length of a contract, you may count a contract in more than one fiscal year.

Air Force Amplification: This question only applies to National ICPs. It does not apply to Depot Supply, LRS, or RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Number of Open Contracts Managed (#) numeric	FY02 Number of Open Contracts Managed (#) numeric	FY03 Number of Open Contracts Managed (#) numeric

Reference #SST006 (DoD #2805): Number of Supply and Storage personnel engaged in contracting functions

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity in each of the fiscal years identified below (FY01, FY02, FY03), provide the number of personnel engaged in contracting functions. The number of personnel should include Government civilians, military, support contractor personnel and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: The term “support contractor personnel” refers to contractor personnel supporting this function. Contracting functions include description (but not determination; hence not item management) of supplies and services required, selection and solicitation of sources, preparation and awarding of contracts, and all phases of contract administration.

Air Force Amplification: This question only applies to National ICPs. It does not apply to Depot Supply, LRS, or RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 No. of Personnel Engaged in Contracting (FTEs) numeric	FY02 No. of Personnel Engaged in Contracting (FTEs) numeric	FY03 No. of Personnel Engaged in Contracting (FTEs) numeric

Reference #SST007 (DoD #2806): Dollar value of annual gross sales or dollar value of annual issues for Supply and Storage Activity

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY01, FY02, and FY03) provide the Supply and Storage Activity's dollar value of annual gross sales or dollar value of annual issues.

Source / Reference: Air Force Sources: D08 and M20 for Regional Supply Squadrons and LRS activities. Depot Supply will use D035. NICPs will use data provided by AFMC Trusted Agent.

Amplification: This question does not apply to Bulk Fuels. Use standard price for calculating price for reparable (repairable) items.

Air Force Amplification: Question applies to National ICPs, Depot Supply, RSS, and LRS Activities. LRS Activities will need to obtain their information from the appropriate Regional Supply Squadron. National ICPs will report Budget Code 8 inventory figures and will obtain this information from the AFMC Trusted Agent. Retail Activities, to include Depot Supply, will only report Budget Code 9 (GSD) statistics. RSS and LRS Activities use the end-of-period D08 Gross Sales, Budget Code 9, and end-of period M20, Budget Code 9 Total page, Serviceable Inventory - Line 3, WRM, and Line 5, Life-of-System Buys.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Dollar Value of Annual Gross Sales or (or annual Issues) (\$) numeric	FY02 Dollar Value of Annual Gross Sales or (or annual Issues) (\$) numeric	FY03 Dollar Value of Annual Gross Sales or (or annual Issues) (\$) numeric

Reference #SST008 (DoD #2807): Supply and Storage dollar value of inventory

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY00, FY01, FY02, and FY03), provide the Supply and Storage Activity's dollar value of inventory on September 30th.

Source / Reference: Air Force Sources: D08 and M20 for Regional Supply Squadrons and LRS Activities. Depot Supply will use D035. NICPs will use data provided by AFMC Trusted Agent.

Amplification: This question does not apply to Bulk Fuels. Inventory should be computed by taking the total inventory minus assets held in retention levels and potential reutilization stocks, minus inventory held for war reserves (funded and unfunded), minus insurance/ numeric stockage objective (NSO) items. Do not consider direct vendor deliveries in inventory value.

Air Force Amplification: Question applies to National ICPs, Depot Supply, RSS, and LRS Activities. Do not include value of Readiness Spares Packages in overall inventory value. National ICPs will report Budget Code 8 inventory figures and will obtain this information from the AFMC Trusted Agent. Retail Activities, to include Depot Supply, will only report Budget Code 9 (GSD) statistics. LRS Activities will obtain this information from their appropriate Regionalized Supply Squadron using the end-of-period D08 Gross Sales, Budget Code 9, and end-of period M20, Budget Code 9 Total page, Serviceable Inventory - Line 3, WRM, and Line 5, Life-of-System Buys.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY00 Dollar Value of Inventory on 30 September 2000 (\$) numeric	FY01 Dollar Value of Inventory on 30 September 2001 (\$) numeric	FY02 Dollar Value of Inventory on 30 September 2002 (\$) numeric	FY03 Dollar Value of Inventory on 30 September 2003 (\$) numeric

Reference #SST009 (DoD #2808): Supply and Storage Activity's NSNs with stock on hand and zero customer demands

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, provide the number of NSNs with stock on-hand on 30 Sep 03, that had zero customer demands within the two fiscal years prior to 30 Sep 03.

Source / Reference: Air Force Sources: AFLMA file for RSS and LRS activities and D035 for National ICP and Depot Supply.

Amplification: Air Force Amplification: Question applicable to National ICP, Depot Supply, RSS, and LRS Activities. RSS and LRS Activities may use the file provided by AFLMA (NSNs With Stock and No Demands in FY02 and FY03) computed as follows: First reviewed NSNs Stocked on 30 Sep 03 ("Stocked" equates to items with stock on hand); Items with Sum of 101 Record SERVICEABLE-BALANCE, 218 Record QTY-ON-HAND, 232 Record QTY-ON-HAND, 239 Record QTY-OH-HAND, 240 Record QTY-OH-HAND, 204 Record UNSERVICEABLE-QTY, 233 Record QTY-ON-HAND, 234 Record QTY-ON-HAND, and 237 Record QTY-ON-HAND. Please note AFLMA's file does not contain 230, 235, or 238 details. If applicable to your Activity, you will need to add these items to the AFLMA totals. This file is then compared to following fields; Current Demands=00000 and 1-6 Demands=00000 as 30 Sep 02 and Current Demands=00000 and 1-6 Demands=00000 as of 30 Sep 03. RSS and LRS Activities should validate their own specific information, and if appropriate, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	No. of NSNs with Stock On-Hand & Zero Demands Within Last 2 FYs (#) numeric

Reference #SST010 (DoD #2809): Number of line items (NSNs) with stock on hand for the Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, provide the number of NSNs with stock on hand as of 30 Sep 03.

Source / Reference: Air Forces Sources: Source: AFLMA file for LRS and RSS Activities and D035 for National ICP and Depot Supply.

Amplification: Air Force Amplification: Question applies to National ICPs, Depot Supply, RSS, and LRS Activities. RSS and LRS activities may use the file developed by AFLMA as follows:

Total No. of NSNs stocked on 30 Sep 03 (“Stocked” equates to items with stock on hand): Sum of 101 Record SERVICEABLE-BALANCE, 218 Record QTY-ON-HAND, 232 Record QTY-ON-HAND, 239 Record QTY-OH-HAND, 240 Record QTY-OH-HAND, 204 Record UNSERVICEABLE-QTY, 233 Record QTY-ON-HAND, 234 Record QTY-ON-HAND, and 237 Record QTY-ON-HAND. AFLMA's file does not contain 230, 235, or 238 details. If applicable to your Activity, you will need to add these items to the AFLMA totals. RRSS and LRS Activities should validate their own specific information, and if appropriate, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	No. of NSNs with Stock On-Hand as of 30 Sep 03 (#) numeric

Reference #SST011 (DoD #2810): NSNs managed by the Supply and Storage Activity at the end of the fiscal year

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: Provide the number of NSNs managed by the Supply and Storage Activity at the end of the fiscal years shown below (30 Sep 01, 02, and 03). Include stocked and non-stocked items in the number of NSNs managed.

Source / Reference: Air Force Sources: AFLMA file for RSS and LRS activities. Depot Supply and NICPs use D035.

Amplification: Air Force Amplification: Question applies to National ICPs, Depot Supply, RSS and LRS Activities. RSS and LRS activities may use the AFLMA file (No. NSNs Managed on 30 Sep). This file includes a record count of all NIINs loaded as of 30 Sep of each fiscal year for TAC (Type SRAN) B and E, regardless of RID or ERC (ERRC). RSS and LRS Activities should validate their own specific information, and if appropriate, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Navy Amplification: For Navy, stocked and non-stocked may be defined as carried and not carried.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text string50)	No. of NSNs Managed 30 Sep 01 (#) numeric	No. of NSNs Managed 30 Sep 02 (#) numeric	No. of NSNs Managed 30 Sep 03 (#) numeric

Reference #SST012 (DoD #2811): Number of personnel engaged in stock control

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, for each of the fiscal years identified below (FY01, FY02, and FY03), provide the number of personnel engaged in stock control functions. The number of personnel should include Government civilians, military, support contractor personnel and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours. Stock control is defined as the process of maintaining inventory data on the quantity, location, and condition of supplies and equipment due-in, on-hand, and due-out; and the determination of quantities of materiel and equipment available and/or required for issue.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: Do not include hours required for warehouse or materiel handling functions. Include all personnel performing stock control functions for fuels, supplies and equipment.

Air Force Amplification: This question is applicable to LRS, RSS, Depot Supply, and National ICP Activities. Use the Unit Manning Document/Contract Line Item Number (CLIN) as the starting point for determining FTE's, but management-level decision on how to allocate FTEs for personnel performing more than one Supply and Storage Activity function. The term "support contractor personnel" refers to contractor personnel supporting the stock control function.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 No. of Personnel Engaged in Stock Control (FTEs) numeric	FY02 No. of Personnel Engaged in Stock Control (FTEs) numeric	FY03 No. of Personnel Engaged in Stock Control (FTEs) numeric

Reference #SST013 (DoD #2812): How many NSNs are designated as primary inventory control activity?

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: Of all NSNs managed on 30 Sep 03, for how many NSNs was the Supply and Storage Activity designated as the Primary Inventory Control Activity (PICA).

Source / Reference: Air Force Source: D043.

Amplification: PICA is defined as a code indicating the principal supply control activity responsible for establishing and controlling stockage objectives, and for maintaining item accountability for an item of supply.

Air Force Amplification: This question applies only to National ICPs.
Be sure to include support equipment items when computing this percentage.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	No. of NSNs Designated PICA items as of 30 Sep 03 (#) numeric

Reference #SST014 (DoD #2813): Total number of receipts processed by the Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown below (FY01, FY02, and FY03), provide the total number of receipts processed by the Supply and Storage Activity. Receipt processing is defined as all actions taken by a receiving activity from the physical turnover of materiel by a carrier until the on-hand balance of the accountable stock record file or in-process receipt file is updated to reflect the received materiel as an asset in storage, or the materiel is issued directly from receiving to the customer.

Source / Reference: Air Force Sources: AFLMA File for LRS, FAS for Fuels, and D035 for Depot Supply.

Amplification: Air Force Amplification: Question applies to LRS and Depot Supply. It does not apply to NICPs, RSS, or outsourced programs like IPV at Depot Supply.

Receipts handled by DLA will be captured by DLA. AFLMA file (Total Receipts) for LRS activities contains a record count for each fiscal year for all TRIC 1ET, FED, RAR, and REC with TTPC 1B, 5V, 5W, 6S, or 3Q. LRS activities should validate their specific information, and if they concur, populate into WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Receipts Processed (#) numeric	FY02 Total No. of Receipts Processed (#) numeric	FY03 Total No. of Receipts Processed (#) numeric

Reference #SST015 (DoD #2814): Supply and Storage Activity's total receipt processing time in hours

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total receipt processing time in hours over the FY.

Source / Reference: Air Force Source: Standard Asset Tracking System (SATS) for LRS Activities

Amplification: For this analysis, receipt processing time is the elapsed time from turnover of materiel from a carrier until the on-hand balance of the accountable stock record file, or the in-process receipt file is updated to reflect the received materiel as an asset in storage, or the materiel is issued directly from receiving to a customer. For bulk fuels, receipt processing time is the elapsed time from the termination of the product receipt until the on-hand balance of the accountable stock record file is updated.

Air Force Amplification: Question applies to LRS and Depot Supply Activities. Does not apply to NICPs, RSS, nor outsourced programs such as IPV at Depot Supply.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total Receipt Processing Time (in hrs) (Hr) numeric	FY02 Total Receipt Processing Time (in hrs) (Hr) numeric	FY03 Total Receipt Processing Time (in hrs) (Hr) numeric

Reference #SST016 (DoD #2815): Total number of Supply and Storage personnel working in the receiving section

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of personnel working in the receiving section over that FY. The number of personnel should include Government civilians, military and support contractors, and should be expressed as full-time equivalents (FTEs) based on 2087 man-hours.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number.

Amplification: Air Force Amplification: Question applies to LRS and Depot Supply Activities. Does not apply to NICPs, RSS or outsourced programs like IPV at Depot Supply. Receipts handled by DLA will be captured by DLA. Use the Unit Manning Document/Contract Line Item Number (CLIN) as the starting point for determining FTE's, but management-level decision on how to allocate FTEs for personnel performing more than one Supply and Storage Activity function.

The term "support contractor personnel" refers to contractor personnel supporting the receipt function.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. Personnel Working in Receiving Section (FTEs) numeric	FY02 Total No. Personnel Working in Receiving Section (FTEs) numeric	FY03 Total No. Personnel Working in Receiving Section (FTEs) numeric

Reference #SST017 (DoD #2816): Supply and Storage warehouse locations with correct on-hand balance

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations inventoried having the correct on-hand balance during the FY.

Source / Reference: Air Force Sources: D035 for Depot Supply. LRS Activities use M32.

Amplification: Count should be for individual shelf/bin locations, not individual buildings.

Air Force Amplification: This question applies to LRS and Depot Supply Activities. It does not apply to National ICPs, RSS, or Fuels. Depot Supply will use D035, AFMAN 23-110, Volume 3, Part 2, Chapter 6, Section N. LRS activities use Sep M32 for each fiscal year; Inventory Accuracy Stratification (FY Cumulative) page, Line Item columns. If your agency uses sample inventories, use the same M32 Sample category statistics, Total Items in Lot column. If you use both Complete and Sample inventory methods, report statistics for the category with the highest item count.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text)	FY01 Total No. of Locations with Correct O/H Balance (#)	FY02 Total No. of Locations with Correct O/H Balance (#)	FY03 Total No. of Locations with Correct O/H Balance (#)
string50	numeric	numeric	numeric

Reference #SST018 (DoD #2817): Total number of warehouse locations inventoried during the FY for Supply and Storage

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations inventoried for correct on-hand balances during the FY.

Source / Reference: Air Force Sources: D035 for Depot Supply. LRS Activities use M32.

Amplification: Count should be for individual shelf/bin locations, not individual buildings.

Air Force Amplification: This question applies to LRS and Depot Supply Activities. It does not apply to National ICPs, RSS, or Fuels. Depot Supply will use D035, AFMAN 23-110, Volume 3, Part 2, Chapter 6, Section N. LRS activities use Sep M32 for each fiscal year; Inventory Accuracy Stratification (FY Cumulative) page, Line Item columns. If your agency uses sample inventories, use the same M32 Sample category statistics, Total Items in Lot column. If you use both Complete and Sample inventory methods, report statistics for the category with the highest item count.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Locations Inventoried (#) numeric	FY02 Total No. of Locations Inventoried (#) numeric	FY03 Total No. of Locations Inventoried (#) numeric

Reference #SST019 (DoD #2818): Total number of correct warehouse locations surveyed during the FY

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of correct warehouse locations surveyed during the FY.

Source / Reference: Air Force Sources: AFLMA files for LRS Activities

Amplification: Count should be for individual shelf/bin locations, not individual buildings.

Air Force Amplification: Question applies only to LRS Activities.

May use AFLMA files as follows::

Warehouse Refusals: TRIC 1GP with TEX Code P for FY01, FY02, and FY03.

Total Issues (Does Not Include TRIC DOR): TRIC MSI, BSU, and ISU With TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2I, 2K, 3G, 3J, 3Q, 3P, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, or 6P.

Use the following formula for your answer by Fiscal Year: Total Issues (Does not Include TRIC DOR) - Warehouse Refusals.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text)	FY01 Total No. of Correct Warehouse Locations Surveyed (#)	FY02 Total No. of Correct Warehouse Locations Surveyed (#)	FY03 Total No. of Correct Warehouse Locations Surveyed (#)
string50	numeric	numeric	numeric

Reference #SST020 (DoD #2819): Total number of individual warehouse locations surveyed during the FY

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown below (FY01, FY02, and FY03), provide the Supply and Storage Activity's total number of individual warehouse storage locations surveyed during the FY.

Source / Reference: Air Force Sources: AFLMA files for LRS Activities

Amplification: Count should be for individual shelf/bin locations, not individual buildings.

Air Force Amplification: Question applies only to LRS Activities. May use AFLMA file as follows: Total Issues (Does Not Include TRIC DOR): TRIC MSI, BSU, and ISU With TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2I, 2K, 3G, 3J, 3Q, 3P, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, or 6P.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Locations Surveyed (#) numeric	FY02 Total No. of Locations Surveyed (#) numeric	FY03 Total No. of Locations Surveyed (#) numeric

Reference #SST021 (DoD #2820): Supply and Storage Activity's annual cost of operations

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years identified in the following table (FY01, FY02, and FY03), provide the Supply and Storage Activity's annual cost of operations. Calculate the cost of operations as per amplification below.

Source / Reference: Air Force Source: Local financial records and contracts.

Amplification: Annual Cost of Operations: For this analysis, annual costs of operations include the personnel and infrastructure costs shown below. In some cases, Supply and Storage Activities may be required to obtain these costs from base or supporting comptroller offices, engineer offices, etc. Other mission-related costs and costs for the inventory managed, stored and issued to customer organizations are intentionally not included.

- Annual salaries for Government civilians and military personnel.
- Annual contract costs for consultants, support contractors and services supporting operations of the Activity.
- Annual costs for leases and rentals.
- Annual costs for real property maintenance and repair.
- Annual costs for utilities (electric, gas, oil, water, sewage).
- Annual service costs for available types of communications.
- Costs for hazardous waste removal/disposal and environmental fees and permits.

Air Force Amplification: This question applies to National ICPs, Depot Supply, LRS, and RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Cost of operations (\$) numeric	FY02 Cost of operations (\$) numeric	FY03 Cost of operations (\$) numeric

Reference #SST022 (DoD #2821): Supply and Storage issues processed

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years identified below (FY01, FY02, and FY03), provide the total number of issues processed by the Supply and Storage Activity. The issue process begins with receipt of a materiel release order (MRO) and ends when materiel is offered to transportation for distribution to customers. The process includes picking or pulling materiel from storage or directly from transportation, inspection, cleaning, preserving, packaging, palletizing, preparation for shipment, preparation of any required documentation, and data entry. For Supply and Storage Activities at the "installation" level, the issue process may end when materiel is placed in customer bins for pickup or handed directly to a customer when the storage facility is co-located with the customer, instead of when it is offered to transportation.

Source / Reference: Air Force Sources: FAS for Fuels, D035 for Depot Supply, SATS and AFLMA File for LRS Activities.

Amplification: For Fuels, multiple truck servicing for one aircraft will count as one issue. Be sure to include cryogenics, deicing fluid and ground fuel issues.

Air Force Amplification: This question applies to LRS and Depot Supply Activities. It does not apply to National ICPs, RSS, or outsourced programs such as IPV at Depot Supply. Issues handled by DLA will be captured by DLA. LRS activities may use ALFMA file for the total number of issues (Total No. Issues Processed) if they did not have Standard Asset Tracking System (SATS) installed plus Fuels issues from FAS. The AFLMA file includes TRIC MSI, ISU, BSU, and DOR with TTPC 1A, 1C, 1E, 1G, 1I, 1K, 1M, 1O, 1Q, 2I, 2K, 3G, 3J, 3Q, 3P, 4W, 5A, 5C, 5E, 5G, 6C, 6E, 6J, 6L, 6N, or 6P transactions for each respective fiscal year. Activities should validate their specific information, and if they concur, use to populate WIDGET and submit for their agency. LRSs with Standard Asset Tracking System (SATS) installed will use this system to obtain statistics for supplies and equipment; SATS Items Delivered Report plus Fuels issues from FAS. Ensure SATS issues include TRIC ISU, MSI, BSU, and DOR.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total No. of Issues Processed (#) numeric	FY02 Total No. of Issues Processed (#) numeric	FY03 Total No. of Issues Processed (#) numeric

Reference #SST023 (DoD #2822): Total hours processing issues for Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years identified in the table below (FY01, FY02, and FY03), provide the total number of hours the Supply and Storage Activity spent processing issues. (The time required to complete an issue is defined as the elapsed time in hours from receipt of a materiel release order (MRO) until items of supply are offered to transportation, or are offered for issue to customer organizations. For Supply and Storage Activities at the "installation" level, the issue process may end when materiel is placed in customer bins for pickup or handed directly to a customer when the storage facility is co-located with the customer, instead of when it is offered to transportation.)

Source / Reference: Source: Air Force Sources: FAS for Fuels, D035 for Depot Supply, and SATS for LRS Activities.

Amplification: Fuels will provide response time data for aviation fuel and ground fuel issued by truck units. Determine cryogenic and other issues locally. Do not include service station issues.

Air Force Amplification: This question applies to Depot Supply and LRS Activities. It does not apply to National ICPs, RSS, or to outsourced programs such as IPV at Depot Supply. Issues handled by DLA will be captured by DLA. LRSs with Standard Asset Tracking System (SATS) installed will use this system to obtain statistics for supplies and equipment; SATS Items Delivered Report. Time required to complete an issue using this report is the time between Date/Time Created through Date/Time Delivered. Add to this the time required for Fuels issues from FAS. Ensure SATS issues include TRIC ISU, MSI, BSU, and DOR.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text)	FY01 Total Time Spent Processing Issues (Hr) numeric	FY02 Total Time Spent Processing Issues (Hr) numeric	FY03 Total Time Spent Processing Issues (Hr) numeric
string50			

Reference #SST024 (DoD #2823): Number of Supply and Storage personnel performing issuing functions

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, for the fiscal years identified in the following table (FY01, FY02, and FY03), provide the number of personnel performing issuing functions. Express the number of personnel as full-time equivalents (FTEs) based on 2087 man-hours. (In determining number of personnel performing issuing functions, include the total of all Government civilian, military and support contractor personnel assigned to perform issuing tasks.)

Source / Reference: Air Force Sources: Unit Manning Document and/or Contract Line Item Number (contractor support).

Amplification: To determine issuing section personnel, consider those personnel involved in the issue process, which begins with receipt of a materiel release order (MRO) and ends when materiel is offered to transportation for distribution to customers. The process includes picking or pulling materiel from storage or directly from transportation, inspection, cleaning, preserving, packaging, palletizing, preparation for shipment, preparation of any require documentation, and data entry.

Air Force Amplification: This question applies to Depot Supply and LRS Activities. It does not apply to National ICPs or RSS Activities. Fuels will include distribution personnel. For retail supply activities, do not include Vehicle Operations personnel. Use the Unit Manning Document/Contract Line Item Number (CLIN) as the starting point for determining FTE's, but management-level decision on how to allocate FTEs for personnel performing more than one Supply and Storage Activity function. The term "support contractor personnel" refers to contractor personnel supporting this function.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text)	FY01 Total Personnel Performing Issuing Functions (FTEs) numeric	FY02 Total Personnel Performing Issuing Functions (FTEs) numeric	FY03 Total Personnel Performing Issuing Functions (FTEs) numeric
string50			

Reference #SST025 (DoD #2824): Total tons of materiel shipped for the FY for the Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, for the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total tons of materiel shipped for the FY.

Amplification: This question will be answered by above installation activities only. For bulk fuels, compute tons using 7 pounds per gallon, regardless of type of product. 2000 pounds equates to one short ton.

Air Force Amplification: This question does not apply to National ICPs, Depot Supply, Regional Supply Squadrons, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Navy Amplification: FISCs, MCLBs, and BIC will be considered above installation.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total Tons of Material Shipped (Tons) numeric	FY02 Total Tons of Material Shipped (Tons) numeric	FY03 Total Tons of Material Shipped (Tons) numeric

Reference #SST026 (DoD #2825): Total Supply and Storage personnel performing shipping function

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, for the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total number of personnel performing shipping functions, include the total of all Government civilian, military and support contractor personnel. Express the number of personnel as full-time equivalents (FTEs) based on 2087 man-hours. Shipping functions include planning, physically assembling, consolidating, documenting, and arranging for movement of materiel.

Amplification: This question will be answered by above installation activities only.

Air Force Amplification: This question does not apply to National ICPs, Depot Supply, Regional Supply Squadrons, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Navy Amplification: FISCs, MCLBs, and BIC will be considered above installation.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 Total Personnel Performing Shipping Functions (FTEs) numeric	FY02 Total Personnel Performing Shipping Functions (FTEs) numeric	FY03 Total Personnel Performing Shipping Functions (FTEs) numeric

Reference #SST027 (DoD #2826): Total line items shipped by the Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total quantity of line items shipped by the Supply and Storage Activity. For bulk fuels, provide the information in gallons (not line items).

Source / Reference: Air Force Sources: FAS for Fuels and AFLMA file for LRS Activities.

Amplification: This question will be answered by above installation activities only.

How to compute line items shipped:

NSN 1234-01-567-8900

One shipment for 10 each

Second shipment for 1 each

Third shipment for 3 each

NSN 1111-01-222-3456

One shipment for 3 each

Second shipment for 4 each

The number of line items shipped equals 5. Include all shipments to include serviceable and unserviceable items (items ready for issue and not ready for issue).

Air Force Amplification: This question does not apply to National ICPs, Depot Supply, Regional Supply Squadrons, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Navy Amplification: FISCs, MCLBs, and BIC will be considered above installation.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 No. of line items Shipped (#) numeric	FY01 For bulk fuels, gallons shipped (Gal) numeric	FY02 No. of line items Shipped (#) numeric	FY02 For bulk fuels, gallons shipped (Gal) numeric	FY03 No. of line items Shipped (#) numeric	FY03 For bulk fuels, gallons shipped (Gal) numeric

Reference #SST028 (DoD #2827): Name and number of largest distribution nodes

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: List the name(s) and number of the largest distribution nodes for each transportation mode within a 50-mile radius from the main gate of the installation of the Supply and Storage Activity. List no more than the names of 5 nodes per mode per activity.

Source / Reference: Air Force Sources: Plans and Contingency Section and/or Base/Installation/Expeditionary Plans.

Amplification: Largest equates to capacity. Include nodes on the installation. Assume all activities possess a ground node. An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, or equivalent. Also for Fuels, only include statistics under water, rail, and pipeline nodes. The water node is defined as a port providing access to major waterways and having containerized cargo capability. Water nodes do not have to be located on a coast. Include any node with access to Atlantic or Pacific via inland waterways. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL.

Air Force Amplification: Question applies to National ICPs, Depot Supply, and LRS Activities. It does not apply to RSS Activities. Distribution node refers to those used for distribution (shipping and/or receiving). For Fuels, distribution node refers to capability/capacity to receive/ship fuel. It is not related to aircraft servicing ability.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	No. of Air Nodes (#) numeric	Name of Air Nodes (Text) string50	No. of Water Nodes (#) numeric	Name of Water Nodes (Text) string50	No. of Rail Nodes (#) numeric	Name of Rail Nodes (Text) string50	No. of Pipeline Nodes (#) numeric	Name of Pipeline Nodes (Text) string50

Reference #SST029 (DoD #2828): Distribution node throughput capacity in tons

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, what was the throughput capacity in tons per day for each of the Supply and Storage Activity's available distribution nodes. Consider all distribution nodes in operational condition and include those located on the installation where the Activity resides. A day is defined as a 24-hour period. The distribution nodes are air, water, rail, pipeline, and ground (pipeline for bulk fuel activities only).

Source / Reference: Air Force Sources: Base/Installation/Expeditionary Support Plan and DD Form 1726, Military Installation Outloading and Receiving Report.

Amplification: An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, or equivalent. The water node is defined as a port providing access to major waterways and having containerized cargo capability. Water nodes do not have to be located on a coast. Include any node with access to Atlantic or Pacific via inland waterways. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL. A ground node is simply an area designed to load and unload tractor trailer trucks. For bulk fuels, compute tons using 7 pounds per gallon, regardless of product type. Also, for Fuels, only include statistics under water, rail, and pipeline nodes. 2000 pounds equates to one short ton. Tons per day are based on a 24-hour period.

In the case of two or more adjacent DOD installations: If you do not have to leave DOD property to gain access to the distribution node(s) on the adjacent installation, you may include the nodes of the adjacent installation in your answer. For listed distribution nodes that do not meet the above criteria, respond with "zero."

The key to determining maximum shipping capacity is identifying the constraint that limits throughput for each distribution node (e.g. limited number of loading docks, maximum aircraft on ground, or pipeline size) or the transportation mode (e.g. no interstate highways near the installation, weight limit on existing roadways, or travel through congested areas).

Air Force Amplification: Question applies to National ICP, Depot Supply, and LRS Activities. It does not apply to RSS Activities. Distribution node refers to those used for distribution (shipping and/or receiving). For Fuels, distribution node refers to capability/capacity to receive/ship fuel. It is not related to aircraft servicing ability.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Air Node Throughput in Tons per Day (Tons) numeric	Water Node Throughput in Tons per Day (Tons) numeric	Rail Node Throughput in Tons per Day (Tons) numeric	Pipeline Node Throughput in Tons per Day (Tons) numeric	Ground Node Throughput in Tons per Day (Tons) numeric

Reference #SST030 (DoD #2829): Highest number of line items shipped in a single day by Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, provide the highest number of line items shipped in a single day for the two fiscal year period of FY02 and FY03. Consider all transportation modes to include air, water, rail, and ground (exclude pipeline).

Source / Reference: Air Force Sources: FAS for Fuels and AFLMA file for LRS Activities.

Amplification: Air Force Amplification: This question does not apply to National ICPs Depot Supply, or RSS Activities. Shipments handled by DLA will be captured by DLA. LRS activities may use AFLMA data file for the count of line items shipped (Max Line Items Shipped in a Single Day). File includes TRIC SHP, FTR, A5J, A2x, A4x, 1ET, and FME with TTPCs 1A, 1C, 1E, 1G, 1I, 1M, 1O, 1Q, 1K, 2I, 2K, 3Q, 3S, and 5V. Activities should validate their specific information, and if they concur, select the highest number shipped in a single day for the FY02 and FY03 timeframe, add fuels shipments and populate in WIDGET and submit for their agency.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Highest No. of Line Items Shipped in 1 Day for FY02 & FY03 (#) numeric

Reference #SST031 (DoD #2830): Distance in miles to the most frequently used distribution nodes

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: What is the distance, in miles, from the Supply and Storage Activity to the most frequently used distribution nodes? Calculate from the main gate of your Activity's installation. Consider air, water, rail, and pipeline (pipeline for bulk fuel Activities only).

Source / Reference: Air Force Sources: Plans and Contingency Section and/or Base/Installation/Expeditionary Plans.

Amplification: Assumes everyone possesses a ground node. Answer all that apply. An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, or equivalent. The water node is defined as a port providing access to major waterways and having containerized cargo capability. Water nodes do not have to be located on a coast. Include any node with access to Atlantic or Pacific via inland waterways. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL. If the distribution node is located on your installation, distance entered should be 0 miles.

Air Force Amplification: Question does not apply to National ICP, Depot Supply, or RSS Activities. Distribution node refers to those used for distribution (shipping and/or receiving). For Fuels, distribution node refers to capability/capacity to receive/ship fuel. It is not related to aircraft servicing ability.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Air Node Distance in Miles (Miles) numeric	Water Node Distance in Miles (Miles) numeric	Rail Node Distance in Miles (Miles) numeric	Pipeline Node Distance in Miles (Miles) numeric

Reference #SST032 (DoD #2831): Supply and Storage internal bandwidth capacity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, what is the current bandwidth capacity of the internal information technology (IT) infrastructure (backbone) within the Supply and Storage Activity? Express bandwidth in megabits per second (Mbps).

Source / Reference: Air Force Source: Local Communications Squadron.

Amplification: For Supply and Storage Activities with multiple bandwidth configurations/capabilities, use the lowest bandwidth actually constraining Supply and Storage operations. If there are no constraints, use the highest bandwidth available.

Air Force Amplification: Question applies to National ICP, Depot Supply, RSS, and LRS Activities. DISA/DLA will report DISA/DLA bandwidth information.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Bandwidth in Mbps as of 30 Sep 03 (#) numeric

Reference #SST033 (DoD #2832): Supply and Storage external bandwidth capacity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, what is the current bandwidth capacity of the external information technology (IT) infrastructure (data transmission capacity) at the Supply and Storage Activity? Express bandwidth in megabits per second (Mbps).

Source / Reference: Air Force Source: Local Communications Squadron.

Amplification: For Supply and Storage Activities with multiple bandwidth configurations/capabilities, use the lowest bandwidth actually constraining Supply and Storage operations. If there are no constraints, use the highest bandwidth available.

Air Force Amplification: Question applies to National ICP, Depot Supply, RSS, and LRS Activities. DISA/DLA will report DISA/DLA bandwidth information.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Bandwidth in Mbps as of 30 Sep 03 (#) numeric

Reference #SST034 (DoD #2833): Supply and Storage Activity total gross storage and building condition code

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each Government building controlled and operated by the Supply and Storage Activity as of 30 Sep 03 provide the Facility Analysis Category (FAC), building number, the total gross storage capacity in square feet, gallons or barrels as appropriate, and the condition code. For condition code, each service or agency should respond with their service or agency-unique codes as shown below:

Army: Green, amber or red.

Navy and Marine Corps: Adequate, substandard or inadequate.

Air Force: 1, 2 or 3.

DLA: Adequate, substandard or inadequate (or Host Unit's condition code if applicable).

Source / Reference: Air Force Source: Civil Engineering Real Property Records.

Amplification: Provide information for those facilities within the 4000 series Facility Analysis Categories (FACs).

Air Force Amplification: Question applies to LRS and Depot Supply Activities. It does not apply to RSS or National ICPs.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Facility Analysis Category (Text) string50	Bldg No. (#) numeric	Storage Capacity (#) numeric	Storage Capacity Unit of Measure (List) multiple choice ⁸	Condition Code (Text) string50

⁸ Choose a value from this list: BL, GSF, GAL

Reference #SST035 (DoD #2834): Gross square feet of Supply and Storage workspace

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, how many gross square feet of workspace did the Supply and Storage Activity occupy for inventory management functions? Inventory management functions include contracting, stock control - records management, stock control - requisition processing, material management - inventory management, material management technical support, material management - cataloging, material management - engineering support, and budgeting. Include space occupied by Government civilians, military and support contractor personnel.

Source / Reference: Air Force Source: Supply and Storage Activity.

Amplification: Buildings occupied should include all space occupied by Government civilians, military and support contractor personnel, to include rented/leased facilities. The term “support contractor personnel” refers to contractor personnel supporting this function.

Air Force Amplification: This question only applies to National ICPs, Depot Supply, Regional Supply Squadrons, and non-regionalized LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Gross Square Feet of Inventory Mgmt Workspace as of 30 Sep 03 (GSF) numeric

Reference #SST036 (DoD #2835): Number of Supply and Storage personnel performing inventory management functions

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, for FY03, provide the number of personnel performing inventory management functions. The number of personnel should be expressed as full-time equivalents (FTEs) based on 2087 man-hours, and should include Government civilians, military, and support contractor personnel. Inventory management is defined as contracting, stock control - records management, stock control - requisition processing, material management - inventory management, material management - technical support, material management - cataloging, material management - engineering support, and budgeting.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: The term “support contractor personnel” refers to contractor personnel supporting this function.

Air Force Amplification: This question only applies to National ICPs, Depot Supply, Regional Supply Squadron, and non-regionalized LRSs. Use the Unit Manning Document/Contract Line Item Number (CLIN) as the starting point for determining FTEs, but management-level decision on how to pro-rate FTEs for personnel performing more than one Supply and Storage Activity function.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY03 No. of Employees Engaged in Inventory Management Functions (FTEs) numeric

Reference #SST037 (DoD #2836): Maximum number of personnel inventory management workspace could support

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For the Supply and Storage Activity, as of 30 Sep 03, provide the maximum number of personnel your inventory management workspace could support using a space standard of 162 gross square feet per person. Inventory management workspace includes those areas that house inventory management functions to include contracting, stock control - records management, stock control - requisition processing, material management - inventory management, material management - technical support, material management - cataloging, material management - engineering support, and budgeting.

Source / Reference: Air Force Source: Civil Engineering Real Property Records.

Amplification: Workspace should include all space available for inventory management functions, to include rented/leased facilities.

Air Force Amplification: This question only applies to National ICPs, Depot Supply, Regional Supply Squadron, and non-regionalized LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Maximum No. of Personnel as of 30 Sep 03 (#) numeric

Reference #SST038 (DoD #2837): Supply and Storage Activity automated retrievals

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the total number of individual retrievals performed by the Supply and Storage Activity's automated materiel retrieval system. An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items.

Source / Reference: Air Force Sources: AFLMA File for LRS Activities and D035 for Depot Supply.

Amplification: Air Force Amplification: This question does not apply to National ICPs or Fuel Activities or to LRS or Depot Supply Activities without automated material retrieval systems. LRS Activities with automated material retrieval systems may use the AFLMA file "Individual Retrievals" which contains TRIC ISU and SHP, TTPC 1A, 3P, or 3Q transactions for NSNs associated with automated warehouse retrieval stock room range identified by your MAJCOM.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text string50)	FY01 No. of Individual Retrievals (#) numeric	FY02 No. of Individual Retrievals (#) numeric	FY03 No. of Individual Retrievals (#) numeric

Reference #SST039 (DoD #2838): Number of personnel operating automated materiel retrieval systems

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years identified in the table below (FY01, FY02, and FY03), provide the number of employees operating the Supply and Storage Activity's automated materiel retrieval system. The number of personnel should be expressed as full-time equivalents (FTEs) based on 2087 man-hours, and should include Government civilians, military, and support contractor personnel.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: Air Force Amplification: This question does not apply to National ICPs or Fuel Activities or LRS or Depot Supply Activities without automated materiel retrieval systems. Use the Unit Manning Document/Contract Line Item Number (CLIN) as the starting point for determining FTEs, but management-level decision on how to pro-rate FTEs for personnel performing more than one Supply and Storage Activity function. The term "support contractor personnel" refers to contractor personnel supporting this function.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY01 No. of Employees (FTEs) numeric	FY02 No. of Employees (FTEs) numeric	FY03 No. of Employees (FTEs) numeric

Reference #SST040 (DoD #2839): Maximum Supply and Storage Activity automated retrievals per day

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, provide the maximum possible number of individual retrievals the Supply and Storage Activity's automated materiel retrieval system could perform in one day. An individual retrieval is a single removal of supplies from a storage location. An individual retrieval could involve removal of a single item, 1 box containing a dozen items, or 1 package containing 2 items. A day in this case is equal to a 24-hour shift.

Source / Reference: System Design Documentation

Amplification: The intent of this question is to capture the design capability of the automated material retrieval system.

Air Force Amplification: This question does not apply to National ICPs or Fuel Activities or to LRS or Depot Supply Activities without automated material retrieval systems.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Maximum Possible No. of Retrievals in One Day as of 30 Sep 03 (#) numeric

Reference #SST041 (DoD #2840): Distribution nodes available on installation

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, indicate with a "yes" or "no" those distribution nodes that are available to the Supply and Storage Activity for distribution of supplies and materiel.

Consider only those distribution nodes in operational condition and located on the installation where the Activity resides. An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, or equivalent. The water node is defined as a port providing access to major waterways and having containerized cargo capability. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL. A ground node is simply an area designed to load and unload tractor trailer trucks.

Source / Reference: Air Force Sources: Base/Installation/Expeditionary Support Plan and DD Form 1726, Military Installation Outloading and Receiving Report.

Amplification: In the case of two or more adjacent DOD installations, if you do not leave DOD property to gain access to an adjacent installation's distribution node(s), then include the additional nodes in your answer.

Air Force Amplification: Question applies to National ICP, Depot Supply, and LRS Activities. It does not apply to RSS Activities. Distribution node refers to those used for distribution (shipping and/or receiving).

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Air Node Available to Activity? (Yes or No) (Yes/No) Yes/No	Water Node Available to Activity? (Yes or No) (Yes/No) Yes/No	Rail Node Available to Activity? (Yes or No) (Yes/No) Yes/No	Pipeline Node Available to Activity? (Yes or No) (Yes/No) Yes/No	Ground Node Available to Activity? (Yes or No) (Yes/No) Yes/No

Reference #SST042 (DoD #2841): Avg tons shipped per day for FY03

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the distribution nodes available to the Supply and Storage Activity provide the average tons shipped per day for FY03. A day is defined as a 24-hour period. Consider only those distribution nodes located on the installation where the Activity resides.

Source / Reference: Air Force Sources: FAS for Fuels. Other activities will need to obtain data from the specific node.

Amplification: This question will be answered by above installation activities only. An air distribution node is defined as an airfield capable of handling, at a minimum, one of these types of aircraft: C-17, C-5, or equivalent. The water node is defined as a port providing access to major waterways and having containerized cargo capability. Water nodes do not have to be located on a coast. A rail node is defined as a railhead capable of on-loading and off-loading multiple rail cars simultaneously. The pipeline node refers to pipelines used for distribution of bulk POL. A ground node is simply an area designed to load and unload tractor trailer trucks. In the case of two or more adjacent DOD installations: If you do not have to leave DOD property to gain access to the distribution node(s) on the adjacent installation, you may include the nodes of the adjacent installation in your answer. For bulk fuels, compute tons using 7 pounds per gallon, regardless of product type.

Air Force Amplification: Question does not apply to National ICP, Depot Supply, and LRS Activities. It does not apply to RSS Activities. Distribution node refers to those used for shipping only.

For Fuels, distribution node refers to capability/capacity to receive/ship fuel. It is not related to aircraft servicing ability.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Air Node Tons per Day - FY03 (Tons) numeric	Water Node Tons per Day - FY03 (Tons) numeric	Rail Node Tons per Day - FY03 (Tons) numeric	Pipeline (Bulk Fuels Only) Node Tons per Day - FY03 (Tons) numeric	Ground Node Tons per Day - FY03 (Tons) numeric

Reference #SST043 (DoD #2842): Total square footage for all Supply and Storage Activity MILCON projects

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: What is the Supply and Storage Activity's total square footage for all Military Construction (MILCON) projects authorized for construction and design in FY03/04/05? For bulk fuels, use total gallons rather than square footage as the unit of measure. For fuel hydrant projects, use gallons per minute rather than square footage as the unit of measure.

Source / Reference: Air Force Sources: Civil Engineering and Defense Energy Support Center (DESC).

Amplification: The Activity should list only MILCON projects identified in the FY03 and FY04 MILCON Appropriation Bills and any Unspecified Minor MILCON projects authorized by their Major Claimant (> \$750K and <\$1.5M).

The Activity should list the Facility Category Code shown on the first page of the DD1391 MILCON Justification. Activities should report Fuel's MILCON in this number even though DESC funded. Include available commercial bulk fuels storage space in their response except where permitted to DLA, i.e., Verona, N.Y., Sharpe, CA., Charleston, S.C., Tampa, FL., Grand Forks, N.D., and San Pedro, CA.

Air Force Amplification: Question applies to National ICP, Depot Supply, Regional Supply Squadrons, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Fiscal Year (Text) string50	Project Description (Text) string50	Facility Category Code (Text) string50	Quantity (#) numeric	Unit of Measure (List) multiple choice ⁹

⁹ Choose a value from this list: SF, Gal, GPM

Reference #SST044 (DoD #2843): Total square feet of commercial storage space available within 25 miles

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, provide an estimate of the total square feet of available commercial warehouse space within a 25-mile radius of the Supply and Storage Activity. For bulk fuels, substitute total gallons for square footage as the unit of measure.

Source / Reference: Air Force Sources: Local Commercial Real Estate Agent, and Defense Energy Support Center (DESC).

Amplification: Intent is to identify fuels ullage and warehouse space available for possible DOD use. This is not intended to capture personal/domestic storage units, i.e. self-storage units. Include available commercial bulk fuels storage space in their response except where permitted to DLA, i.e., Verona, N.Y., Sharpe, CA., Charleston, S.C., Tampa, FL., Grand Forks, N.D., and San Pedro, CA.

Air Force Amplification: Question applies to National ICP, Depot Supply, and LRS Activities. It does not apply to RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Total Sq Ft of Available Warehouse Space as of 30 Sep 03 (SF) numeric	Bulk Fuels, total gallons of commercial storage as of 30 Sep 03 (Gal) numeric

Reference #SST045 (DoD #2844): Maximum tonnage per day all transportation modes

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, what is the maximum possible daily tonnage the Supply and Storage Activity can ship utilizing all of the transportation modes (excluding pipeline) available? Transportation modes include air, rail, ground and water.

Source / Reference: Air Force Source: Obtain information from specific nodes.

Amplification: An important factor to determine the maximum throughput capacity is identifying the constraint that limits throughput for each distribution node (e.g. limited number of loading docks or maximum aircraft on ground) or the transportation mode (e.g. no interstate highways near the installation, weight limit on existing roadways, or travel through congested areas).

Air Force Amplification: Air Force Amplification: This question does not apply to National ICP, Depot Supply, or RSS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Tonnage per Day to Ship via All Transportation Modes (Tons) numeric

Reference #SST046 (DoD #2845): Average number of years of government service for Supply and Storage Activity employees

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, for the Supply and Storage Activity, what is the average number of years of government service per Government employee? Include government civilian and military personnel (do not include support contractor personnel).

Source / Reference: Air Force Sources: PCIII, Mil PDS, and MODERN.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Avg. Yrs Government Service per Gov't Employee as of 30 Sep 03 (#) numeric

Reference #SST047 (DoD #2846): Percent of Supply and Storage workforce with four-year degree

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: As of 30 Sep 03, for the Supply and Storage Activity, provide the percentage of the total government workforce that has attained a four-year college degree. Include Government civilian and military personnel (do not include support contractor personnel).

Source / Reference: Air Force Sources: PCIII, Mil PDS, and MODERN.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	% of Workforce with 4-year College Degree as of 30 Sep 03 (%) numeric

Reference #SST048 (DoD #2847): Total number non-military personnel employed by Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: Provide your Supply & Storage Activity's total number of non-military personnel employed. Include government civilian and contract support personnel.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Total Activity Non-military Workforce as of 30 Sep 03 (#) numeric

Reference #SST049 (DoD #2848): Area employment number

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: Provide the “private non-farm employment” number (from U.S. Census Bureau website) for the county in which the Supply and Storage Activity is located. If more than 25% of your workforce resides in an adjacent county or counties, combine the private non-farm employment number for those counties (see amplification).

Source / Reference: Go to the U.S. Census Bureau website (www.census.gov).

-In the right column select: State & County Quick Facts.

-Select your state.

-Select your county (or counties).

-Scroll to: Business QuickFacts.

-Use the most current year “Private non-farm employment” number listed.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Total No. “Private Nonfarm Employment” Personnel in county(ies) (#) numeric

Reference #SST050 (DoD #2849): Percentage of Supply and Storage Activity network backbone will be fiber optic cable

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: What percentage of your Supply and Storage Activity's network backbone will be fiber optic cable by the end of FY-04? (Base your answer on planned spending in the FY-04 President's budget.)

Source / Reference: Air Force Source: Local Communications Squadron.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text)	% of Backbone Fiber Optic by FY04 (%)
string50	numeric

Reference #SST051 (DoD #2850): Percent of Supply and Storage Activity infrastructure connected to network via fiber optic cable

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: What percentage of your Supply and Storage Activity's infrastructure (within and between buildings), based on the number of workstations, will be connected to the network backbone via fiber optic cable by the end of FY-04? (Base your answer on planned spending in the FY-04 President's budget.)

Source / Reference: Air Force Source: Local Communications Squadron.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	% of Infrastructure by FY04 (%) numeric

Reference #SST052 (DoD #2851): Number of personnel assigned to Supply and Storage Activity

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: Provide the number of personnel (actual Government civilian, military, and contractor support personnel) assigned to the Supply and Storage Activity at the end of the fiscal years shown below (30 Sep 01, 02, and 03). This is a count of people, not a conversion to full-time equivalents.

Source / Reference: Air Force Sources: Unit Manning Document/Contract Line Item Number (CLIN).

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	No. of people Assigned to Supply and Storage Activity 30 Sep 01 (#) numeric	No. of people Assigned to Supply and Storage Activity 30 Sep 02 (#) numeric	No. of people Assigned to Supply and Storage Activity 30 Sep 03 (#) numeric

Reference #SST053 (DoD #2852): Locality pay percentage for Government civilian personnel

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: What is the Calendar Year 2004 locality pay percentage for Government civilian personnel at the Supply and Storage Activity's location?

Source / Reference: www.opm.gov website

Amplification: Use www.opm.gov website.

Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	CY04 Locality Pay Percentage for Government Civilian Personnel (%) numeric

Reference #SST054 (DoD #2853): Repair and maintenance costs

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY01, FY02, and FY03), provide the repair and maintenance costs (in actual dollars) for real property facilities used by the Supply and Storage Activity.

Source / Reference: Air Force Sources: Civil Engineering and Host-Tenant Agreements.

Amplification: Include costs incurred for facilities used by contracted agencies performing Supply and Storage Activity functions to include National Institute for Blind/Severely Handicapped services provided under Memorandum of Agreement. Do not include rehab costs to change the purpose of a facility. Tenant Organization should report repair and maintenance costs and coordinate with Host Real Property Manager to avoid double counting of costs.

Air Force Amplification: This question applies to National ICP, Depot Supply, RSS, and LRS Activities. DLA will report costs for facilities either DLA or their contractors are using. For retail activities, do not include Vehicle or Traffic Management. EEIC's 521, 522 and 524 should be included. Include EEIC 592 as applicable.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Facility Repair and Maintenance Costs (FY01) (\$) numeric	Facility Repair and Maintenance Costs (FY02) (\$) numeric	Facility Repair and Maintenance Costs (FY03) (\$) numeric

Reference #SST055 (DoD #2854): Gross square footage used for Supply and Storage Activity functions

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For each of the fiscal years shown in the table below (FY01, FY02, and FY03), what was the gross square footage of real property facilities used for Supply and Storage Activity functions?

Source / Reference: Air Force Source: Civil Engineering.

Amplification: DLA will report facilities either DLA or their contractors are using. Include gross square footage for facilities used by contracted agencies performing Supply and Storage Activity functions to include National Institute for Blind/Severely Handicapped services provided under Memorandum of Agreement. Include rented/leased facilities. Tenant Organization should report square footage used and coordinate with Host Real Property Manager to avoid double counting of square footage used.

Air Force Amplification: This question applies to National ICP, Depot Supply, RSS, and LRS Activities.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under "Army Targeted Supply and Storage Activities," and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Gross Sq Ft of Real Property Facilities FY01 (GSF) numeric	Gross Sq Ft of Real Property Facilities FY02 (GSF) numeric	Gross Sq Ft of Real Property Facilities FY03 (GSF) numeric

Reference #SST056 (DoD #2855): Average days to fill Supply and Storage Activity job openings

JCSG: Supply and Storage

Function(s): Supply, Storage and Distribution - General

Question: For FY03, provide the average length of time (in days) required to fill Government civilian job openings within the Supply and Storage Activity. This measurement begins when the position is announced and ends when the hiring official has formally notified the personnel office of a selection of an individual.

Source / Reference: Air Force Source: Civilian Personnel – Tracker Report.

Amplification: Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities. Data available in Civilian Personnel system via Business Objects System query, AF RPA Tracker Universe. Timeframes reported will be based on period between opening announcement (Open) and date of selection from certificate (Selection).

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY03 Avg No. of Days to Fill Supply & Storage Job Openings (#) numeric

Reference #SST057 (DoD #2856): Average number of days to fill all government job openings

Function(s): Supply, Storage and Distribution - General

Question: For FY03, provide the average length of time (in days) required to fill all Government civilian job openings within the installation. This measurement begins when the position is announced and ends when the hiring official has formally notified the personnel office of a selection of an individual.

Source / Reference: Air Force Source: Civilian Personnel – Tracker Report.

Amplification: In the event an installation includes more than one personnel office, use data received from the personnel office that oversees hiring of Supply and Storage Activity personnel.

Air Force Amplification: This question applies to National ICPs, Depot Supply, RSS, and LRS Activities. Data available in Civilian Personnel system via Business Objects System query, AF RPA Tracker Universe. Timeframes reported will be based on period between opening announcement (Open) and date of selection from certificate (Selection).

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	FY03 Average No. of Days to Fill All Government Job Openings (#) numeric

Reference #SST058 (DoD #2857): Percentage of total line items by product group and commodity type

Function(s): Supply, Storage and Distribution - General

Question: Based on the total number of line items managed by the Supply and Storage Activity as of 30 Sep 2003, complete the following table by entering the percentages of the total line items for each product group by commodity type. Percentages may be entered for multiple commodity types; however, the total for all the percentages for any one activity must equal 100%. Product groups not managed by your activity should be annotated with a “zero.” Ensure you provide a complete row of answers for each Activity/Commodity pairing, as applicable.

Army Amplification: Separate responses to the data call questions are required from specific Supply & Storage Activities at each installation. To determine which activities on an installation must respond to the Supply & Storage questions, please refer to the OSD BRAC Library under “Army Targeted Supply and Storage Activities,” and in ODIN.

Air Force Amplification: Use SRD data to allocate NSNs into categories to the maximum extent possible. Application Coding is also another acceptable forum to use. Remaining items will require Supply and Storage expertise to determine appropriate commodity. End Item application is the key to assigning NSNs to a particular commodity group, i.e. avionics for the C-5 would be allocated under Aviation and not Communications - Electronics. LRS and RSS should only report for items that are in SBSS.

Please fill in the following table(s), adding rows as necessary

Name of Activity (Text) string50	Commodity (List) multiple choice ¹⁰	End Item % (%) numeric	Repairables % (%) numeric	Consumables % (%) numeric	Total % (%) numeric

¹⁰ Choose a value from this list: Armaments, Aviation, Chemical & Biological, Communications & Electronics, Construction Equipment, Conventional Ordnance, Ground Vehicles, Fuels & POL, Medical, Space & Missiles, Nuclear Subsafe, Ships, Vessels & Watercraft, Subsistence, Troop Support, Other, Total %

APPENDIX F: ACTIVITY “TARGETING” RECOMMENDATIONS

For all Services and the Defense Logistics Agency all activities determined to be “Above the installation” in accordance with guidance provided in the OSD BRAC Library of Definitions should respond to the S&S JCSG’s Military Value Analysis questions.

Whether or not those activities determined to be “at or below the installation” should respond to these questions is much less clear-cut. In general, those activities that are operational or deployable are considered “below the installation” and they should not respond to the questions. As a general rule these organizations deal exclusively with retail level stocks.

Activities “at the installation level” which are both retail and wholesale, or exclusively wholesale, in nature should respond to the questions:

ARMY:

- ❖ All non-deployable Supply and Storage Activities at an Installation that support customers in Classes of supply I, II/IV, III (B) and III (P), V, VII, VIII, IX and X on a direct and area support basis
- ❖ Supply and Storage activities that store and maintain War Reserve Stocks

AIR FORCE:

- ❖ Logistics Readiness Squadrons
- ❖ Regional Supply Squadrons

MARINE CORPS:

- ❖ Marine Corps Air Stations

NAVY:

- ❖ Naval Air Stations
- ❖ Naval Bases

APPENDIX G: DATA PROBLEMS AND SCORING REMEDIES

The initial certified military value data set improved in quality after a concerted effort to have Activities correct questionable data, but some apparent inconsistencies remained unresolved at the time this report was published. These remaining data problems, without intervention, could have disturbed the scoring of some or all Activities in a categorical grouping (e.g. ICPs). Consequently, the S&S JCSG investigated possible remedies for persistent data problems. The chosen remedies described below are conservative, analytically sound, and enable the computation of reasonable and fair military values in the absence of “perfect” data.

- 1) Missing part of a ratio: No data, zero, or incomplete data (numerator of a ratio but not the denominator, or vice-versa) was reported for some but not all fiscal years.
 - Data Remedy
 - a Metrics where higher is better (i.e. a higher value equates to a higher military value score):
 - * Method: Ratios for each fiscal year will be calculated as zero if one or both of the numerator and denominator is zero or missing. Then the average across fiscal years is computed from only the non-zero numbers.
 - * Rationale: A zero, or ratio calculated as zero, for one of the fiscal years is most likely a data hole for this set of metrics, so we don't want to average it with the other non-zero values. This method prevents divide by zero errors and skewing the average because of a data hole. It does not penalize the activity for missing data that may have been unavailable; rather, this method calculates the Activity’s average based on fiscal years for which the data was complete.

* Example:

DoD #	2820	2851	
Name of Activity	FY01 Cost of operations_n	# of people Assigned to Supply and Storage Activity 30 Sep 01_n	FY01 Cost of Operations per Person
Activity X	10135340	0	missing value

Activity X does have complete data for FY02 and FY03; the average cost of operations per person will be based on their FY02 and FY03 ratios.

- b Metrics where lower is better (i.e. a lower value equates to a lower military value score):
 - * N/A response or an incomplete ratio does not figure into the average, but a zero does. Example: Question 2803, number of ratified contract actions by fiscal year: average all non-blank answers
- 2) Activities reported negative excess capacity (i.e. their utilized space was greater than their available space).
 - * Applies to one DRMO Activity

- Data remedy: Assume available space value is correct and calculate as if 100% space is utilized (rather than > 100%).
 - Rationale: A ratio greater than 100% is not possible. This solution is in the best interest of the “offending” activity (who still gets scored on the question) as well as the others who are being scored alongside the “offender” (who now are not being compared to an unrealistic answer).
- 3) When one answer was required per Activity, some Activities reported more than one answer. For these questions, the data may be misrepresented if the sum or average is used to create one value to be scored.
- Applicable questions:
 - a 2845: Avg Yrs Government Service per Gov't Employee as of 30 Sep 03 (Occurs once in ICP data)
 - b 2846: % of Workforce with 4-year College Degree as of 30 Sep 03 (Occurs once in ICP data)
 - Data Remedy: Use maximum value given.
 - Rationale: The correct answer can only be figured by the Activity. In lieu of a correction on their part, the S&S JCSG chose to use the data point that most favorably affects the Activity (rather than penalizing it).
- 4) Questions 2800 and 2801 both asked for Total Number of Customer Orders Received but the answers are not always consistent.
- Case 1: Data was given in one question but not the other.
 - * Occurs three times in ICP data
 - b Data Remedy: Use the non-zero response.
 - c Rationale: Use the answer provided to fill the corresponding data hole.
 - Case 2: A different non-zero answer was reported in 2800 than in 2801.
 - * Occurs four times in ICP data
 - b Data Remedy: None; use the data given in 2800 for the associated ratio and the data given in 2801 for the associated ratio.
 - c Rationale: Data is used exactly as submitted, free from extra interpretation on the part of the S&S JCSG.

APPENDIX H: MILITARY VALUE SCORES

The following scores are based on data provided in the OSD Military Value Analysis Database dated 21 April 2005.

Military Values for National Inventory Control Points

Name of Activity	Supply Military Value	Common Military Value	Total MV (for applicable functions)	Total MV Rank
Hill AFB-NICP	0.1066	0.1025	0.2090	1
FT MONMOUTH (CECOM-ICP)	0.1122	0.0914	0.2035	2
NAVICP PHILADELPHIA	0.1000	0.0994	0.1994	3
Robins AFB-NICP	0.1067	0.0889	0.1956	4
DEFENSE SUPPLY CENTER COLUMBUS	0.0989	0.0920	0.1909	5
NAVICP MECHANICSBURG	0.0877	0.1007	0.1884	6
Tinker AFB-NICP	0.1025	0.0830	0.1855	7
REDSTONE ARSENAL (AMCOM-ICP)	0.0953	0.0840	0.1793	8
DEFENSE SUPPLY CENTER RICHMOND	0.1123	0.0655	0.1778	9
CO MCLB_ALBANY_GA	0.0867	0.0903	0.1770	10
DETROIT ARSENAL (TACOM ICP)	0.0912	0.0788	0.1701	11
ROCK ISLAND ARSENAL (TACOM-ICP)	0.0716	0.0950	0.1666	12
DEFENSE SUPPLY CENTER PHILADELPHIA	0.0609	0.0980	0.1588	13
FT HUACHUCA (CSLA)	0.0497	0.0555	0.1052	14
Lackland AFB-NICP	0.0368	0.0485	0.0853	15
SOLDIER SYSTEM COMMAND (TACOM-ICP)	0.0180	0.0121	0.0301	16

Military Values for Defense Distribution Depots (DDD's)

Name of Activity	Supply Military Value	Common Military Value	Total MV (for applicable functions)	Total MV Rank
DEFENSE DISTRIBUTION DEPOT HILL, UT	0.0091	0.1632	0.4687	1
DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	0.0280	0.1371	0.4163	2
DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	0.0211	0.1253	0.4092	3
DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	0.0155	0.1538	0.4043	4
DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	0.0148	0.1199	0.3527	5
DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	0.0190	0.1439	0.3362	6
DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	0.0097	0.1274	0.3239	7
DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	0.0117	0.1301	0.3235	8
DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	0.0094	0.1400	0.2809	9
DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	0.0215	0.1322	0.2770	10
DEFENSE DISTRIBUTION DEPOT ALBANY, GA	0.0044	0.0820	0.2661	11
DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	0.0074	0.1325	0.2636	12
DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	0.0027	0.1098	0.2524	13
DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	0.0037	0.1280	0.2505	14
DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	0.0060	0.1300	0.2412	15
DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	0.0072	0.1280	0.2269	16
DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	0.0145	0.1157	0.2239	17
DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	0.0014	0.1103	0.2179	18
DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	0.0008	0.1025	0.2163	19

Military Values for Defense Reutilization and Marketing Offices

Name of Activity	Supply Military Value	Common Military Value	Total MV (for applicable functions)	Total MV Rank
DRMO HAWAII	0.0261	0.0989	0.1945	1
DRMO NORFOLK	0.0280	0.0871	0.1910	2
DRMO LEWIS	0.0249	0.0864	0.1846	3
DRMO HILL	0.0241	0.0967	0.1815	4
DRMO MECHANICSBURG	0.0211	0.0987	0.1806	5
DRMO NELLIS	0.0086	0.1202	0.1607	6
DRMO RICHMOND	0.0176	0.0903	0.1605	7
DRMO MEADE	0.0191	0.0875	0.1602	8
DRMO SAN ANTONIO	0.0144	0.0949	0.1594	9
DRMO ANCHORAGE	0.0054	0.1114	0.1571	10
DRMO CAMPBELL	0.0178	0.0837	0.1555	11
DRMO STOCKTON	0.0275	0.0836	0.1554	12
DRMO HOOD	0.0187	0.0883	0.1530	13
DRMO HUNTSVILLE	0.0237	0.0844	0.1521	14
DRMO WARNER ROBINS	0.0161	0.0772	0.1518	15
DRMO EGLIN	0.0190	0.0820	0.1514	16
DRMO COLUMBUS	0.0280	0.0784	0.1492	17
DRMO JACKSONVILLE	0.0166	0.0848	0.1489	18
DRMO BARSTOW	0.0188	0.0890	0.1474	19
DRMO CRANE	0.0162	0.0870	0.1442	20
DRMO BRAGG	0.0180	0.0786	0.1428	21
DRMO LEJEUNE	0.0131	0.0733	0.1426	22
DRMO ST JULIENS	0.0009	0.0776	0.1395	23

Name of Activity	Supply Military Value	Common Military Value	Total MV (for applicable functions)	Total MV Rank
DRMO KNOX	0.0168	0.0788	0.1374	25
DRMO WRIGHT PATTERSON	0.0063	0.0814	0.1361	26
DRMO OKLAHOMA CITY	0.0143	0.0780	0.1339	27
DRMO TEXARKANA	0.0134	0.0637	0.1323	28
DRMO SAN DIEGO	0.0102	0.0559	0.1291	29
DRMO RILEY	0.0108	0.0667	0.1269	30
DRMO HOMESTEAD	0.0075	0.0877	0.1263	31
DRMO KEESLER	0.0084	0.0795	0.1244	32
DRMO MINOT	0.0086	0.0863	0.1239	33
DRMO ANNISTON	0.0152	0.0636	0.1221	34
DRMO TOBYHANNA	0.0170	0.0610	0.1218	35
DRMO PORT HUENEME	0.0122	0.0757	0.1184	36
DRMO LETTERKENNY	0.0116	0.0767	0.1183	37
DRMO GREAT FALLS	0.0081	0.0737	0.1149	38
DRMO GROTON	0.0075	0.0653	0.1139	39
DRMO MOUNTAIN HOME	0.0081	0.0717	0.1138	40
DRMO JACKSON	0.0103	0.0610	0.1129	41
DRMO STEWART	0.0094	0.0622	0.1125	42
DRMO ROCK ISLAND	0.0115	0.0588	0.1096	43
DRMO SELFRIDGE	0.0104	0.0583	0.1091	44
DRMO DYESS	0.0078	0.0680	0.1090	45
DRMO GREAT LAKES	0.0132	0.0573	0.1086	46
DRMO FAIRCHILD	0.0079	0.0679	0.1075	47
DRMO SCOTT	0.0097	0.0564	0.1066	48
DRMO KIRTLAND	0.0086	0.0650	0.1063	49
DRMO COLORADO SPRINGS	0.0103	0.0565	0.1063	50

Name of Activity	Supply Military Value	Common Military Value	Total MV (for applicable functions)	Total MV Rank
DRMO SPARTA	0.0081	0.0612	0.1052	52
DRMO GUAM	0.0139	0.0422	0.1052	53
DRMO FAIRBANKS	0.0092	0.0593	0.1048	54
DRMO SIERRA	0.0101	0.0612	0.1046	55
DRMO DULUTH	0.0082	0.0599	0.1023	56
DRMO OFFUTT	0.0085	0.0675	0.1020	57
DRMO POLK	0.0077	0.0628	0.0964	58
DRMO PORTSMOUTH	0.0094	0.0519	0.0959	59
DRMO BENNING	0.0093	0.0541	0.0936	60
DRMO ELLSWORTH	0.0079	0.0531	0.0922	61
DRMO CORPUS CHRISTI	0.0011	0.0552	0.0880	62
DRMO CAPE CANAVERAL	0.0072	0.0514	0.0823	63
DRMO CANNON	0.0078	0.0495	0.0819	64
DRMO HOLLOMAN	0.0088	0.0445	0.0817	65
DRMO VANDENBERG	0.0006	0.0442	0.0795	66
DRMO WHITEMAN	0.0071	0.0310	0.0595	67