
June 27, 2005



Defense Infrastructure

Defense Logistics Agency Data Call
Submissions and Internal Control
Processes for Base Realignment and
Closure 2005
(D-2005-088)

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Acronyms

BRAC	Base Realignment and Closure
COBRA	Cost of Base Realignment Actions
DLA	Defense Logistics Agency
DoD OIG	Department of Defense Office of Inspector General
DON	Department of the Navy
HSA	Headquarters and Support Activities
ICP	Internal Control Plan
JCSG	Joint Cross Service Group
JPAT 7	Joint Process Action Team Criterion Number 7
OSD	Office of the Secretary of Defense
S&S	Supply and Storage



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June 27, 2005

MEMORANDUM FOR DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: Report on Defense Logistics Agency Data Call Submissions and Internal Control Processes for Base Realignment and Closure 2005 (Report No. D-2005-088)

We are providing this report for information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form. We performed the audit in response to a request from the Under Secretary of Defense for Acquisition, Technology, and Logistics.

We appreciate the courtesies extended to the staff. Questions should be directed to Mr. Thomas S. Bartoszek at (703) 604-9619 (DSN 664-9619) or Mr. John W. Henry at (215) 737-3883 (DSN 444-3883). See Appendix H for the report distribution. The team members are listed on the inside back cover.

By direction of the Deputy Inspector General for Auditing:

A handwritten signature in black ink that reads "Michael A. Joseph".

Michael A. Joseph
Acting Assistant Inspector General
for Readiness and Logistics Support

Department of Defense Office of Inspector General

Report No. D2005-088

June 27, 2005

(Project No. D2004-D000LD-0076.000)

Defense Logistics Agency Data Call Submissions and Internal Control Processes for Base Realignment and Closure 2005

Executive Summary

Who Should Read This Report and Why? Office of the Secretary of Defense personnel, Defense Logistics Agency (DLA) management personnel, and anyone interested in the Base Realignment and Closure (BRAC) process should read this report. The report discusses the adequacy, completeness, and integrity of the data provided by DLA to assist the Secretary of Defense in BRAC 2005 recommendations.

Background. BRAC 2005 is the formal process outlined in Public Law 101-510, “Defense Base Closure and Realignment Act of 1990,” as amended, under which the Secretary of Defense may realign or close military installations inside the United States and its territories. As part of BRAC 2005, the Under Secretary of Defense for Acquisition, Technology, and Logistics issued “Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One—Policy, Responsibilities, and Procedures,” April 16, 2003, that states the Department of Defense Office of Inspector General would review the accuracy of BRAC data and the certification process.

BRAC 2005 established procedures to provide a fair process for base realignments and closures in the United States and its territories and was divided into the following data calls: capacity analysis, supplemental capacity, military value, Cost of Base Realignment Actions, Joint Process Action Team Criterion Number 7, and scenario specific. The supplemental capacity, military value, Cost of Base Realignment Actions, and Joint Process Action Team Criterion Number 7 data calls were collectively known as the second data call. We issued 18 site memorandums for the capacity analysis data call and 14 site memorandums for the second data call to summarize the results of the DLA sites reviewed.

Defense Logistics Agency. With Headquarters at Fort Belvoir, Virginia, DLA is a combat support agency responsible for worldwide logistics support, including procuring, stocking, and issuing consumable items throughout DoD. The primary focus of DLA is to support military operations in peace and in war, and to provide relief efforts during times of national emergency. As of March 2005, DLA managed approximately 5.2 million items. Appendix C is a list of the seven DLA primary field activities along with the other services provided by DLA.

Results. We evaluated the validity, integrity, reasonableness, and supporting documentation of BRAC 2005 data and compliance with the Office of the Secretary of Defense and DLA internal control plans (ICP) at 17 sites for the capacity analysis data

call (see Appendix D for list of sites visited and questions reviewed), 10 sites for the second data call (see Appendix E for list of sites visited and questions reviewed), and at DLA headquarters for 15 scenario specific data calls (see Appendix G for a list of scenario data calls reviewed). In addition, the DLA BRAC office was required to provide clarification responses to 45 questions related to either the second data call, scenario data calls, or from the Supply and Storage Joint Cross Service Group. Furthermore, on February 23, 2005, we validated the Joint Process Action Team Criterion Number 7 responses provided by DLA for two sites in the Washington, D.C., area.

As of April 8, 2005, the DLA BRAC 2005 data were generally supported, reasonable, complete, and accurate once the corrections were made for the sites reviewed. However, some of the capacity analysis data call responses were supported with estimates or professional judgment. In addition, there is a possibility that there could be some duplicate responses for a few information technology-related question numbers for DLA headquarters and the Army, along with some of the Defense Fuel Supply Points and their host activities. We could not determine if there was duplicate reporting, or whether it had any impact on the DLA responses. For the second data call, 27 question numbers were either partially supported or supported by estimates or professional judgment. For the scenario specific data calls, responses were based on a combination of estimates, professional judgment, and the certified responses from the capacity analysis and second data calls. The DLA certifying official considered the estimates and professional judgments to be the best available data for some of the scenario specific data calls.

The data collection processes for the sites visited generally complied with applicable ICPs. Also, the DLA ICP properly incorporated and supplemented the Office of the Secretary of Defense ICP. However, 6 of the 17 sites visited during the capacity analysis data call had minor ICP compliance deficiencies. These deficiencies included responses that were not properly certified, supporting documentation that was not being maintained by the trusted agent, and not completing nondisclosure agreements. By the completion of the second data call, all of the sites reviewed were in compliance with the applicable ICPs. Despite these problems, we consider the data, responses, and sources to be generally supported, reasonable, complete, and accurate for use in the BRAC 2005 process.

Management Comments. We provided a draft of this report on May 12, 2005 to DLA officials. No written response was required, and none was received. Therefore, we are publishing this report in final form.

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Background

Base Realignment and Closure 2005. Public Law 101-510, “Defense Base Closure and Realignment Act of 1990,” as amended, establishes the procedures under which the Secretary of Defense may realign or close military installations inside the United States and its territories. The law authorizes the establishment of an independent Commission to review the Secretary of Defense recommendations for realigning and closing military installations. The Secretary of Defense established and chartered the Infrastructure Executive Council and the Infrastructure Steering Group as the Base Realignment and Closure (BRAC) 2005 deliberative bodies responsible for leadership, direction, and guidance. The Secretary of Defense submitted recommendations to the independent Commission on May 16, 2005.

Joint Cross Service Groups. A primary objective of BRAC 2005, in addition to realigning base structure, was to examine and implement opportunities for greater joint activity. The Office of the Secretary of Defense (OSD) established seven Joint Cross Service Groups (JCSG): Education and Training, Headquarters and Support Activities (HSA), Industrial, Intelligence, Medical, Supply and Storage (S&S), and Technical. The JCSGs addressed issues that affect common business-oriented support functions, examined functions in the context of facilities, and developed realignment and closure recommendations based on force structure plans of the Armed Forces and on selection criteria. To analyze the issues, each JCSG developed data call questions to obtain information about the functions that they reviewed.

BRAC Data Calls. The BRAC 2005 data collection process, mandated for the United States and its territories, was divided into the following data calls: capacity analysis, supplemental capacity, military value, Cost of Base Realignment Actions (COBRA), and Joint Process Action Team Criterion Number 7 (JPAT 7), and scenario specific. The supplemental capacity, military value, COBRA, and JPAT 7 data calls were collectively known as the second data call. The Services, Defense agencies, and Defense-Wide Organizations used either automated data collection tools or a manual process to collect data call responses. Each data call had a specific purpose as follows:

- The capacity analysis data call gathered data on infrastructure, current workload, surge requirements, and maximum capacity.
- The supplemental capacity analysis data call clarified inconsistent data gathered with the initial capacity analysis data call.
- The military value data call gathered data on mission requirements, land and facilities, mobilization and contingency, and cost and manpower.
- The COBRA data call gathered data to develop costs, savings, and payback (formerly known as return on investments) of proposed realignment and closure actions.

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- The JPAT 7 data call gathered data to assess the community's ability to support additional forces, missions, and personnel associated with individual scenarios.¹
 - The scenario specific data call gathered data related to specific scenario conditions for privatization, realignment, or closure.

In addition, Defense Logistics Agency (DLA) was required to provide clarification responses to 7 questions related to the second call, 14 questions related to scenario data calls, and 24 questions from the S&S JCSG dealing with personnel, space requirements, types of storage, and categories of items managed by DLA.

Internal Control Plans. Before the BRAC data calls were released to the Services, Defense agencies, and Defense-Wide Organizations, OSD required them to prepare internal control plans (ICP) that incorporated and supplemented the OSD ICP. The OSD ICP was issued in the Under Secretary of Defense for Acquisition, Technology, and Logistics' memorandum, "Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One—Policy, Responsibilities, and Procedures," (Policy Memorandum One) April 16, 2003. To comply with that requirement, DLA prepared "Defense Logistics Agency (DLA) Base Realignment and Closure (BRAC) 2005 Internal Control Plan, (ICP)" on September 4, 2003, and then updated the plan on December 17, 2004. For the capacity analysis data call and for the second data call, DLA used a modified version of the Army Online Data Collection Tool, a stand-alone database tool developed for the Army Basing Study Group, to collect BRAC data.

Department of Defense Office of Inspector General Responsibility. Policy Memorandum One requires the Department of Defense Office of Inspector General (DoD OIG) to provide ICP development and implementation advice, review the accuracy of BRAC data, and evaluate the data certification processes. In addition, the memorandum requires DoD OIG personnel to assist the JCSGs and DoD Components as needed. This resulting report summarizes the DoD OIG efforts related to the DLA BRAC 2005 process.

DLA. With headquarters at Fort Belvoir, Virginia, DLA is a combat support agency responsible for worldwide logistics support, including procuring, stocking, and issuing consumable items throughout DoD. The primary focus of DLA is to support military operations in peace and in war, and to provide relief efforts during times of national emergency. As of March 2005, DLA managed approximately 5.2 million items. To accomplish its mission, DLA has seven primary field activities located throughout the continental United States. Appendix C provides a brief description of the seven field activities along with the other services provided by DLA. See Appendixes D and E for a list of sites visited and question numbers reviewed for each data call.

¹ A scenario is a description of one or more potential realignment or closure actions identified for formal analysis by either a JCSG or a Military Department.

Objectives

The overall objective of the audit was to evaluate the validity, integrity, and supporting documentation of data that DLA collected and submitted for the BRAC 2005 process. In addition, we evaluated whether DLA complied with the OSD and DLA ICPs. This report is one in a series on data call submissions and internal control processes for BRAC 2005. See Appendix A for a discussion of the audit scope and methodology and our review of the management control programs related to the objectives. See Appendix B for prior coverage.

Defense Logistics Agency BRAC 2005 Data Call Submissions and Internal Control Processes

Once corrections were made, we considered the responses that were provided for the BRAC 2005 data calls for the DLA sites selected for review to be generally supported, reasonable, complete, and accurate. However, some of the responses were based on professional judgments or estimates that the certifying official considered to be the best data available. In addition, the DLA sites visited generally complied with the ICPs and the DLA ICP properly incorporated and supplemented the OSD ICP. However, 6 of the 17 sites visited during the capacity analysis data call had minor ICP compliance deficiencies. In addition, DLA did not adequately support 27 responses submitted to OSD for the second data call. These issues are considered immaterial and should not impact the reliability and integrity of the DLA data for use in BRAC 2005 analysis.

DLA BRAC 2005 Data Call Submissions

After our review, we considered the responses for the BRAC 2005 data calls, which were provided by DLA headquarters, and for the sites visited and questions reviewed to be generally supported, reasonable, complete, and accurate. After reviewing the questions for each data call, personnel from the DLA BRAC office targeted specific questions to each of the sites. We evaluated the validity, integrity, and supporting documentation of the targeted questions. Specifically, we compared question responses to supporting documentation and reviewed “Not Applicable” question responses to determine whether the responses were reasonable and not default “Not Applicable” responses.

Capacity Analysis Data Call. After our review, DLA headquarters and the 16 sites visited provided generally supported, reasonable, complete, and accurate responses to the questions reviewed for the capacity analysis data call. For the capacity analysis data call, the DLA BRAC office received 753 questions from the OSD BRAC Office. The DLA BRAC office, in coordination with representatives from the various DLA sites, determined the applicability of each question. The DLA BRAC office then targeted the questions to the following sites:

- DLA headquarters;
- the 165 Document Automation and Production Service sites;
- the Defense Reutilization and Marketing Service, and the 67 Defense Reutilization and Marketing Offices;
- the 38 Defense National Stockpile Center sites;
- the Defense Distribution Center headquarters, and the 20 Distribution Depots;
- the Defense Energy Support Center headquarters, and the 5 Defense Fuel Supply Points;

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- the 5 Defense Logistics Agency Systems Integration Offices;
 - the 3 Defense Supply Centers;
 - the 2 Defense Automated Addressing System Centers;
 - the Defense Logistics Information Service; and
 - the Defense Operations Research and Resource Analysis Office.

We evaluated the data call responses and support provided by DLA for the selected sites reviewed. See Appendix D for a list questions reviewed and sites visited. In addition, we also reviewed the reasonableness and support for “Not Applicable” responses to ensure the response submitted was not an erroneous default. The “Not Applicable” responses were reasonable. For the sites reviewed, we identified responses with inadequate support and inaccurate responses. However, as a result of our site visits, DLA sites revised responses and provided additional supporting documentation to correct the issues. We verified and concurred with the majority of changes made in the Data Collection Tool. The DoD OIG Office of Data Mining did a computer comparison between the responses provided by DLA and the responses that were recorded in the OSD Database. On May 17, 2005, they issued a memorandum that identified some discrepancies that needed to be researched by the audit team and DLA and OSD BRAC offices. The results of the research will be issued in a separate memorandum.

A relatively small number of responses provided by DLA headquarters, the Defense Fuel Supply Points, the Distribution Depots, and the three Supply Centers were based on estimates or professional judgments that we could not validate. We believe the estimates and professional judgment responses were reasonable because they were based upon data that the certifying official considered to be the best available. Furthermore, a possibility exists that duplicate reporting occurred for a small number of questions dealing with installation requirements, or installation/facility communication/information technology service providers. Specifically, the responses provided by DLA headquarters and its host activity for question numbers 23 through 25, 27, 314, 319, 456, and 457 could be duplicate responses. Also, duplicate reporting could also have occurred between the Defense Fuel Supply Points and their respective host organizations for question numbers 602, 612, 613, 615, and 617 (San Pedro); for question numbers 602 and 612 through 615 (Charleston); and for question numbers 456 and 457 for all five Defense Fuel Supply Points. We could not determine if there was duplicate reporting, or whether it had any impact on the DLA responses.

Second Data Call. After our review, the responses provided for the second data call were generally supported, reasonable, complete, and accurate. The DLA BRAC office received targeted questions from the JCSGs. For the second data call the DLA BRAC office conducted a workshop with responsible BRAC personnel from the various DLA sites to review the applicability of the questions and to determine which ones were applicable to the following sites:

- DLA headquarters;
- the Document Automation and Production headquarters and the 165 Document Automation and Production Service sites;
- the Defense Reutilization and Marketing Service, and the

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- 67 Defense Reutilization and Marketing Offices;
 - the 38 Defense National Stockpile Center sites;
 - the Defense Distribution Center headquarters, and the 20 Distribution Depots;
 - the Defense Energy Support Center headquarters, and the 5 Defense Fuel Supply Points;
 - the 3 Defense Supply Centers;
 - the 2 Customer Support Offices;
 - the 2 Defense Automated Addressing System Centers; and
 - the Defense Logistics Information Service.

We reviewed the responses provided by DLA headquarters for the selected sites. See Appendix E for a list of questions reviewed and sites visited. Furthermore, we evaluated the “Not Applicable” responses for reasonableness and support to ensure responses submitted were not erroneous defaults. The “Not Applicable” responses were reasonable. At the sites, we identified responses with inadequate support and inaccuracies. As a result of our site visits, some responses were revised and additional supporting documentation was provided to correct the issues. We verified and concurred with the majority of changes made in the Data Collection Tool. The DoD OIG Office of Data Mining did a computer comparison between the responses provided by DLA and the responses that were recorded in the OSD Database. On May 17, 2005, they issued a memorandum that identified some discrepancies that needed to be researched by the audit team and DLA and OSD BRAC offices. The results of the research will be issued in a separate memorandum.

A very small portion of the responses provided by the three Defense Supply Centers for S&S JCSG military value question numbers 2801, 2804, 2808, 2810, 2812, 2851, and 2857 were either unsupported, partially supported, or based on estimates because the new DLA supply management system (Business System Modernization) did not have the capability to provide the necessary information. However, we considered the overall responses provided for these seven questions to be reasonable since the Business System Modernization portion of the responses represents an insignificant portion of the total response. In addition, we could not validate HSA JCSG military value question numbers 1907² and 1908³ for DLA headquarters because the documentation used by DLA to support the response were the calendars of senior officials. We could not verify whether the meetings actually took place. See Appendix F for a list of second data call responses considered unsupported or partially supported.

The JPAT 7 group replaced question numbers 1418 and 1419 with question numbers 1420 and 1421 subsequent to some of our site visits. Furthermore, the JPAT 7 group requested changes to DLA data subsequent to our site visits. Changes made after November 24, 2004, except for the DLA sites located at Beauregard Square, Alexandria, Virginia, and Crystal Plaza 5, Arlington, Virginia, were not verified by the DoD OIG audit teams. We validated the

² The question asked for the number of meetings between an organization’s senior officials, including flag officers, and senior officials from another organization located in the Washington, D.C., area.

³ The question asked for the number of meetings between an organization’s senior officials, including flag officers, and members of Congress or their staffs.

revised JPAT 7 responses provided by DLA for the two sites in the Washington, D.C., area on February 23, 2005. These revised responses were considered reasonable, supported, complete, and accurate.

Scenario Specific Data Call. As of April 8, 2005, DLA generally provided reasonable responses and adequate support, once the corrections were made, for the 15 active and inactive scenario specific data calls reviewed. Furthermore, the majority of the scenario specific responses were based on professional judgment or estimates that the certifying official considered to be the best data available. Except for the responses provided for a portion of personnel data for scenario specific data call (S&S-0035) and the personnel savings factor used in the HSA JCSG scenario specific data calls, the DLA responses were reasonable and adequately supported. See Appendix G for a list of scenario specific data calls reviewed. Subsequent to our review (April 8, 2005), S&S-0035 and the HSA JCSG scenarios were revised. We did not validate the revised responses.

In addition, DLA generally provided reasonable responses and supporting documentation for input into two Department of the Navy (DON) scenarios. DON requested DLA to provide responses to two Navy unique scenarios, (DON-0165 and DON-0167). As a result of our review, certain responses were revised and the supporting documentation was provided to correct the issues. The majority of the scenario specific responses were based on professional judgment or estimates that the certifying official considered to be the best data available. For three contract-related questions, while we did not agree with the Defense Distribution Center headquarters responses, we were unable to determine the overall impact these responses had on the scenarios. See Appendix G, Table 3 for categories of information reviewed.

During the scenario specific data call, the DLA BRAC office also received a total of 45 additional questions: 7 requesting clarification for questions related to the second data call; 14 requesting clarification to various scenario specific data call questions; and 24 questions from the S&S JCSG dealing with personnel, space requirements, types of storage, and categories of items managed by DLA. During our review, we identified responses with inadequate support or inaccuracies. As a result of our review, certain responses were revised and the supporting documentation was provided to correct the issues. The revised responses, with the exception of a portion of DLA question number 19, were considered reasonable, supported, complete, and accurate. DLA question number 19 had discrepancies with the data involving cost codes, building identification, warehouse space allocation, and contractor full-time equivalent calculations. We were unable to determine the overall impact the erroneous response had on this particular question.

Internal Control Processes

The DLA data collection processes for the sites visited generally complied with the applicable ICPs for the capacity data call and second data call. In addition, the DLA ICP properly incorporated and supplemented the OSD ICP.

We evaluated compliance with the DLA ICP at 17 sites for the capacity analysis data call and 10 sites for the second data call. During the data calls, we visited

DLA headquarters and various DLA sites (see Appendixes D and E for a list of sites visited and questions reviewed). At each site, we evaluated DLA BRAC 2005 data collection processes to determine whether they complied with OSD and DLA ICPs. The evaluation included reviewing whether the DLA ICP incorporated and supplemented the OSD ICP and whether sites completed nondisclosure agreements, and properly marked, safeguarded, and maintained BRAC data. Specifically, we verified that all DLA personnel participating in the BRAC process signed nondisclosure agreements; deliberative meeting minutes were documented; and that all data had been collected, marked, stored, transported, safeguarded, and maintained in compliance with the OSD and DLA ICPs.

Completeness of ICPs. The DLA BRAC 2005 ICP provided a uniform set of management controls designed to provide accountability for each sub-element of information and analysis used in the BRAC 2005 process. The ICP established BRAC 2005 responsibilities for DLA organizations and control mechanisms to safeguard DLA BRAC information. The ICPs outlined supporting documentation requirements, information and communication controls, public affairs guidance, and the DLA data collection plan. Specifically, the ICP included direction on completing nondisclosure agreements, close-hold requirements of BRAC information, marking and transporting BRAC information, and data certification requirements.

Compliance with ICPs. DLA sites visited were generally compliant with the ICP procedures. The site data collection processes for the capacity analysis and second data calls complied with the applicable ICPs. However, 6 of the 17 sites visited during the capacity data call had minor ICP compliance deficiencies. These deficiencies included responses that were not properly certified, supporting documentation not being maintained by the trusted agent, and not completing nondisclosure agreements. By the completion of the second data call, all of the sites reviewed were in compliance with the applicable ICPs. We consider any noncompliance with the ICPs to be corrected or not significant enough to affect the integrity of the BRAC process.

Conclusion

DLA BRAC 2005 data call responses for the sites selected for review were generally supported, reasonable, complete, and accurate once corrections were made. However, DLA did not fully support 27 of the second data call responses submitted to OSD, primarily because the required data were not available. Five of the 27 responses dealt with JPAT 7 questions; however, subsequent to our site visits, the JPAT 7 group requested that some of the DLA sites change a number of the responses. Except for the responses provided for sites in the Washington, D.C., area, we did not verify the changes; therefore, the issues related to JPAT 7 question numbers 1405 through 1407, 1420, and 1421 may no longer be valid.

In addition, the data collection processes generally complied with applicable ICPs and the DLA ICP properly incorporated and supplemented the OSD ICP. However, 6 of the 17 sites visited during the capacity analysis data call had minor ICP compliance deficiencies. By the completion of the second data call, all of the sites reviewed were in compliance with the applicable ICPs.

We discussed the outstanding issues concerning unsupported responses with DLA management. DLA concurred with our findings. We determined that these issues are insignificant and will not impact the overall reliability and integrity of the DLA BRAC 2005 data. We determined that the data provided by DLA for BRAC 2005 requires no further action by DLA headquarters.

Appendix A. Scope and Methodology

We evaluated the validity, integrity, reasonableness, and supporting documentation of DLA BRAC 2005 data. The evaluation included comparing question responses to supporting documentation and reviewing “Not Applicable” question responses to determine whether responses were reasonable and not default “Not Applicable” responses. Questions had either an answer or a “Not Applicable” response; a “Not Applicable” response was for questions determined not to apply to a site. We ensured that the DLA ICP properly incorporated and supplemented the OSD ICP. We evaluated site data collection procedures to determine whether they were in compliance with DLA ICP procedures to include reviewing the completion of nondisclosure agreements, and the collection, marking, safeguarding, and maintenance of BRAC data. In addition, we interviewed the personnel responsible for preparing and certifying the responses to the data calls. DLA also provided auditors to assist in the data validation at selected DLA sites. The DLA auditors were used as team members, but were restricted from being team leaders, or validating data from their respective activities. The DoD OIG Office of Data Mining did a computer comparison between the responses provided by DLA and the responses that were recorded in the OSD Database. Their review identified some discrepancies that needed to be researched by the audit team and DLA and OSD BRAC offices. The results of the research will be issued in a separate memorandum.

Scope Limitations. For the capacity analysis data call, we validated the responses at 17 DLA sites. At 6 of the 17 sites visited, we were able to validate the responses provided by the field activities. For example, we validated the responses provided for 30 of the 165 Defense Automation and Production Service sites at the Defense Automation and Production Service headquarters, Mechanicsburg, Pennsylvania; 20 of the 67 Defense Reutilization and Marketing Offices at the Defense Reutilization and Marketing Service, Battle Creek, Michigan; the 5 Defense Fuel Supply Points at the Defense Energy Support Center headquarters, Fort Belvoir, Virginia; 13 of the 38 Defense National Stockpile Centers at the Defense National Stockpile Center, Fort Belvoir, Virginia; the Defense Automatic Addressing System Center (Tracy, California) at the Defense Automatic Addressing System Center headquarters, Dayton, Ohio; and 12 of the 20 Defense Distributions Depots at the Defense Distribution Center headquarters, New Cumberland, Pennsylvania.

During the second data call, we validated the responses for 22 of the commercially leased Defense Automation and Production Service sites at the Defense Automation and Production Service headquarters, Mechanicsburg, Pennsylvania; 20 of the 67 Defense Reutilization and Marketing Offices at the Defense Reutilization and Marketing Service, Battle Creek, Michigan; the 5 Defense Fuel Supply Points at the Defense Energy Support Center headquarters, Fort Belvoir, Virginia; 13 of the 38 Defense National Stockpile Centers at the Defense National Stockpile Center, Fort Belvoir, Virginia; the Defense Automatic Addressing System Center (Tracy, California) at the Defense Automatic Addressing System Center headquarters, Dayton, Ohio; 10 of the 20 Defense Distribution Depots at the Defense Distribution Center headquarters, New Cumberland, Pennsylvania; and the 2 Civilian Personnel Offices at the DLA headquarters, Fort Belvoir, Virginia.

Capacity Analysis Data Call. DLA received 753 capacity analysis data call questions from the OSD BRAC Office. The DLA BRAC office, in coordination with representatives from the various DLA sites, determined the applicability of each question. The DLA BRAC office then targeted the questions to DLA headquarters and the DLA sites. Specifically, the DLA BRAC office targeted 79 questions for DLA headquarters, 19 questions for the Document Automation and Production Service sites, 65 questions for the Defense Reutilization and Marketing Service, 60 questions for the Defense Reutilization and Marketing Offices, 31 questions for the Defense National Stockpile Centers, 37 questions for the Defense Distribution Center Headquarters, between 15 and 75 questions for the Defense Distribution Depots, 84 questions for the Defense Energy Support Center, 95 or 96 questions for the Defense Fuel Supply Points, between 37 and 40 questions for the Defense Logistics Agency System Integration Offices, 148 questions for the Defense Supply Center Columbus, 133 questions for the Defense Supply Center Richmond, 64 questions for the Defense Supply Center Philadelphia,¹ 31 questions for the Defense Automation Addressing System Center, 63 questions for the Defense Logistics Information Service, and 2 questions for the Defense Operation Research and Resource Analysis Office.

We evaluated all of the DLA targeted data call questions at each DLA site visited and reviewed questions for subordinate activities. In addition, we evaluated the “Not Applicable” responses and support for reasonableness to ensure responses were not erroneous default answers. We judgmentally selected to review the responses provided for 30 of the 165 Defense Automation and Production sites, 20 of the 67 Defense Reutilization and Market Office sites, 13 of the 38 Defense National Stockpile Center sites, and 12 of the 20 Distribution Depots. We issued 18 site memorandums to summarize the results of the site visits. For a listing of questions reviewed for each site see Appendix D.

Second Data Call. The DLA BRAC office received targeted questions from the JCSGs. Specifically, DLA received S&S JCSG military value question numbers (2800 through 2857), S&S JCSG supplemental capacity question numbers (4306 through 4311), HSA JCSG military value question numbers (1900, 1905, 1907 through 1918, and 1961 through 1963), HSA JCSG supplemental capacity question numbers (4072 through 4074, 4079 through 4081, 4096, 4099, and 4103), Industrial JCSG military value question numbers (2154, 2157, 2215, 2219, 2220, 2275, 2278 through 2286, 2341, and 2344 through 2347), Industrial JCSG supplemental capacity question number (4276), COBRA question numbers (1500 through 1507), and JPAT 7 question numbers (1400 through 1417, 1420, and 1421). For the second data call the DLA BRAC office conducted a workshop with responsible BRAC personnel from the various DLA sites to review the applicability of the questions and determined which questions were applicable to DLA headquarters, Document Automation and Production Service headquarters and the 165 Document Automation and Production Service sites, the Defense Reutilization and Marketing Service and the 67 Defense Reutilization and Marketing Offices, the 38 Defense National Stockpile Centers, the 20 Defense

¹ The Defense Supply Center Philadelphia is a tenant activity on the Naval Support Activity Philadelphia Compound. The Defense Supply Centers Columbus and Richmond are considered host activities, and as such, were required to provide responses as a host activity. Similar questions for Defense Supply Center Philadelphia were answered by the Naval Support Activity Philadelphia.

Distribution Depots, Defense Energy Support Center headquarters and the 5 Defense Fuel Supply Points, the 3 Defense Supply Centers, the 2 Customer Support Offices, the 2 Defense Automation Addressing System Centers, and the Defense Logistics Information Service.

The DLA BRAC office further targeted second data call questions to DLA headquarters and to the specific DLA sites. Specifically, DLA headquarters received 25 questions, Document Automation and Production Service headquarters received 10 questions, the Document Automation and Production Service sites received 24 questions, the Defense Reutilization and Marketing Service received 8 questions, the Defense Reutilization and Marketing Offices received 22 questions, the Defense National Stockpile Centers received 59 questions, the Defense Distribution Depots received between 13 and 88 questions, Defense Energy Support Center headquarters received 35 questions and the 5 Defense Fuel Supply Points received between 36 and 56 questions, the Defense Supply Center Columbus received 74 questions, the Defense Supply Center Richmond received 95 questions, the Defense Supply Center Philadelphia received 58 questions, the Customer Support Offices received 10 questions, the Defense Automation Addressing System Centers sites received 10 questions, and Defense Logistics Information Service received 67 questions.

We audited the second data call responses for DLA during the period from June 28, 2004, through October 28, 2004, and reviewed any changes through November 2004. The JPAT 7 group replaced question numbers 1418 and 1419 with question numbers 1420 and 1421 subsequent to some of our site visits. Furthermore, the JPAT 7 group requested changes to DLA data subsequent to our site visits. Changes made after November 24, 2004, except for the DLA sites located at Beauregard Square, Alexandria, Virginia, and Crystal Plaza 5, Arlington, Virginia, were not verified by the DoD OIG audit team. We validated JPAT 7 responses provided by DLA for the two sites in the Washington, D.C., area on February 23, 2005. In addition, we did not make a determination as to whether the support was reasonable or accurate for HSA JCSG military value question numbers 1907 and 1908 because we were unable to validate the steps taken to generate the responses. The documentation used by DLA to support the responses was the calendars of senior officials.

We also evaluated the reasonableness and support for the “Not Applicable” responses to ensure responses were not erroneous defaults. In addition to reviewing the second data call responses, we followed up on outstanding issues from the capacity analysis data call.

Specifically, we followed up on the responses and documentation from the initial capacity analysis data call:

- **Defense Supply Center Columbus, Columbus, Ohio:** question numbers 24, 27, 314 through 319, 321, 326, 327, 582, 640, 642, 657, 658, and 664;
- **Defense Supply Center Philadelphia, Philadelphia, Pennsylvania:** question numbers 23, 302, 311, 319, 634, 635, 640, 642 through 644, 652, 657, 660, 664, 665, 667, 668, 678, 680, and 681;

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- **Defense Supply Center Richmond, Richmond, Virginia:** question numbers 212, 318, 328, 329, 473, 474, 506, 546, 635, 640, 655, 657 through 659, 664, 665, and 679;
 - **Defense Energy System Center, Fort Belvoir, Virginia:** question numbers 27, 301, 311, 463, 635, 640, 642, 654, 656, 658, 659, 664, and 666;
 - **DLA Headquarters, Fort Belvoir, Virginia:** question numbers 311, 328, 329, 446, 462, 473, and 474;
 - **Defense Reutilization and Marketing Service, Battle Creek, Michigan:** question numbers 11, 311, 634 through 637, 655, 656, 659, and 677;
 - **Customer Support Office, Columbus, Ohio:** question numbers 480 and 482;
 - **Customer Support Office, New Cumberland, Pennsylvania:** question numbers 480 and 482;
 - **Defense Distribution Depot, Albany, Georgia:** question numbers 301, 637, 641, 642, 645, 658, 659, and 666;
 - **Defense Distribution Depot, Anniston, Alabama:** question numbers 319, 637, 641, 642, 645, 656, and 666;
 - **Defense Distribution Depot, Barstow, California:** question numbers 301, 641, 645, 658, 659, and 666;
 - **Defense Distribution Depot, Cherry Point, North Carolina:** question numbers 301, 635, 637, 641, 642, 645, 658, 659, and 666;
 - **Defense Distribution Depot, Columbus, Ohio:** question numbers 301, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Corpus Christi, Texas:** question numbers 301, 319, 636, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Hill, Utah:** question numbers 319, 635, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Jacksonville, Florida:** question numbers 301, 319, 636, 637, 641, 642, 645, 658, 666, and 672;
 - **Defense Distribution Mapping Agency, Richmond, Virginia:** question numbers 319, 636, 658, 659, and 666;
 - **Defense Distribution Depot, Norfolk, Virginia:** question numbers 301, 636, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Oklahoma City, Oklahoma:** question numbers 637, 641, 642, 645, 658, and 666;

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- **Defense Distribution Depot, Pearl Harbor, Hawaii:** question numbers 301, 319, 637, 641, 642, 645, 658, 659, and 666;
 - **Defense Distribution Depot, Puget Sound, Washington:** question numbers 302, 636, 637, 641, 642, 645, 658, 666, and 672;
 - **Defense Distribution Depot, Red River, Texas:** question numbers 319, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Richmond, Virginia:** question numbers 636, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, San Diego, California:** question numbers 301, 636, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, San Joaquin, California:** question numbers 301, 303, 319, 546, 634, 637, 641, 642, 645, 658, and 666;
 - **Defense Distribution Depot, Susquehanna, Pennsylvania:** question numbers 275, 319, 542, 546, 574, 634, 637, 641, 642, 645, 666, and 685;
 - **Defense Distribution Depot, Tobyhanna, Pennsylvania:** question numbers 319, 635, 637, 641, 642, 645, 666, and 685;
 - **Defense Distribution Depot, Warner Robins, Georgia:** question numbers 301, 635, 637, 641, 642, 645, 659, 666, and 685;
 - **Defense Fuel Supply Point, Charleston Air Force Base, South Carolina:** question numbers 11, 455, 645, 654 through 656, 661, 662, and 670;
 - **Defense Fuel Supply Point, Grand Forks Air Force Base, North Dakota:** question numbers 11, 301, 645, 654 through 656, and 682;
 - **Defense Fuel Supply Point, Griffis Air Force Base, Verona, New York:** question numbers 11, 30, 31, 198, 594, 634, 645, 654 through 656, 681, 682, and 752;
 - **Defense Fuel Supply Point, McDill Air Force Base, Tampa, Florida:** question numbers 11, 301, 645, 654 through 656, 662, and 682; and
 - **Defense Fuel Supply Point, South West Division, Naval Facilities Engineering Command, San Pedro, California:** question numbers 11, 211, 281, 301, 645, 654 through 656, 661, and 681.

We issued 14 site memorandums to summarize the results of the second data call. For a listing of questions reviewed for each site see Appendix E.

Scenario Specific Data Call. We evaluated the responses and support to the 15 JCSG scenario specific data calls at DLA headquarters, as well as to two Navy-related scenario specific data calls. As of April 8, 2005, the DLA BRAC office received a total of 27 scenario specific data calls: 17 from the S&S JCSG of which 8 were subsequently cancelled and 3 were categorized as inactive; 7 from HSA JCSG, 1 of which was subsequently cancelled and 5 categorized as inactive; and 3 from the Industrial JCSG, all of which were subsequently cancelled. Also, the Department of the Navy required the DLA BRAC office to provide responses for two Navy-related scenario specific data calls (DON-0165 and DON-0167). For DON-0165, we evaluated the responses and support provided by the DLA Defense Distribution Center headquarters and the Defense Reutilization and Marketing Service. For DON-0167, we evaluated the responses and supporting documentation provided by a DLA Systems Integration Office and a Document Automation and Production Service site. For a listing of scenarios reviewed and data gathered for each site see Appendix G.

Clarification and Follow-up Questions. During the scenario specific data call, the DLA BRAC office received a total of 45 additional questions: 7 requesting clarification for questions related to the second data call; 14 requesting clarification to various scenario specific data call questions; and 24 questions from the S&S JCSG dealing with personnel, space requirements, types of storage, and categories of items managed by DLA. We evaluated the responses and support for the 45 clarification and follow-up questions at DLA headquarters.

We performed this audit from December 2003 through May 2005 in accordance with generally accepted government auditing standards.

Use of Computer-Processed Data. We did not test the accuracy of the computer-processed data used to support answers to data call questions because of time constraints. Potential inaccuracies in the data could impact the results. However, the BRAC data were certified as accurate and complete to the best of the certifier's knowledge and belief. We did not review the data collection tool used. The Army Audit Agency evaluated the Army Online Data Collection Tool and suggested that the Army review all data submitted before certification to ensure that responses were in the appropriate format. The corrections suggested by the Army Audit Agency for the Online Data Collection Tool were implemented during the capacity data call. DLA used a modified version of this tool for the BRAC 2005 capacity analysis and second data calls. DLA did not use a data collection tool for the scenario specific data call.

Government Accountability Office High-Risk Areas. The Government Accountability Office has identified several high-risk areas in DoD. This report provides coverage of the Federal Real Property and the DoD Approach to Business Transformation, DoD Support Infrastructure Management high-risk areas.

Management Control Program Review

We evaluated the DLA management controls for preparing, submitting, documenting, and safeguarding information associated with the BRAC 2005 data calls, as directed by the applicable ICPs. Specifically, we reviewed nondisclosure agreements, deliberative meeting minutes, storage of BRAC data, and the supporting documentation for DLA BRAC responses. Management controls were adequate as they applied to the audit objectives (see finding for specific details). We did not review the DLA management control program because its provisions were not deemed applicable to the one-time data collection process.

Appendix B. Prior Coverage

During the last 5 years, the following DoD Inspector General site memorandums have been issued related to DLA BRAC 2005, along with the Army Audit Agency audit report related to the Army Online Data Collection Tool for BRAC 2005.

DoD Inspector General

Site Memorandums

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Energy Support Center, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters, for Base Realignment and Closure 2005,” November 24, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Distribution Center, New Cumberland, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 16, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission for the Defense Logistics Agency Headquarters Operations, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 10, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Supply Center Columbus, Columbus, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 5, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Supply Center Philadelphia, Philadelphia, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 5, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Supply Center Richmond, Richmond, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 5, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Reutilization and Marketing Service, Battle Creek, Michigan, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 2, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Document Automation and Production Service Headquarters, Mechanicsburg,

Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 1, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense National Stockpile Center, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” November 1, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Customer Support Office, Columbus, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” October 25, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Customer Support Office, New Cumberland, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” October 25, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Automatic Addressing System Center, Dayton, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” October 25, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from the Defense Automatic Addressing System Center, Tracy, California, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” October 25, 2004

DoD IG Memorandum, “Audit on the Second Data Call Submission from Defense Logistics Information Service, Battle Creek, Michigan, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” October 25, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Distribution Center, New Cumberland, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 24, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Energy Support Center, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 20, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Agency Headquarters Operations, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 19, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Supply Center Columbus, Columbus, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 19, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Supply Center Richmond, Richmond, Virginia, to the Defense

Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 14, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Document Automation and Production Service Headquarters, Mechanicsburg, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 11, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Reutilization and Marketing Service, Battle Creek, Michigan, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 11, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Supply Center Philadelphia, Philadelphia, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 11, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense National Stockpile Center, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” May 5, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Operations Research and Resource Analysis Office, Richmond, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 29, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Systems Integration Office, Energy Commodity Systems, Fort Belvoir, Virginia, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Systems Integration Office, Logistics Business Support Unit, Battle Creek, Michigan, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Systems Integration Office, Philadelphia, Pennsylvania, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Systems Integration Office, Columbus, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Systems Integration Office, Hill Air Force Base, Utah, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Logistics Information Service, Battle Creek, Michigan, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 22, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Automatic Addressing System Center, Dayton, Ohio, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 13, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Automatic Addressing System Center, Tracy, California, to the Defense Logistics Agency Headquarters for Base Realignment and Closure 2005,” April 13, 2004

Army Audit Agency

Army Audit Agency Memorandum No. A-2004-0184-IMT, “Review of Online Data Collection Tool: Process Controls,” February 20, 2004

Appendix C. Primary DLA Field Activities and Other Services Provided

Table 1: Primary DLA Field Activities

Activity	Location	Description
Defense Supply Center Columbus	Columbus, Ohio	Primarily responsible for managing maritime and land weapons systems support items
Defense Supply Center Richmond	Richmond, Virginia	Primarily responsible for managing aviation support items
Defense Supply Center Philadelphia	Philadelphia, Pennsylvania	Primarily responsible for managing food, clothing, medical, general, and industrial supplies
Defense Distribution Center	New Cumberland, Pennsylvania	Worldwide network of 26 distribution depots, 20 of which are within the United States
Defense Energy Support Center	Fort Belvoir, Virginia	Responsible for managing fuels, gas, and electrical power
Defense National Stockpile Center	Fort Belvoir, Virginia	Stockpiles strategic raw materials
Defense Reutilization and Marketing Service	Battle Creek, Michigan	Primarily responsible for property disposal of various items, scrapping of ships and hazardous materials

Table 2: Other Services Provided by DLA

Activity	Location	Description
Defense Logistics Information Service	Battle Creek, Michigan	Manages and distributes logistics information
Document Automation and Production Service	Mechanicsburg, Pennsylvania	Responsible for printing services, digital conversion, and document storage
Defense Automatic Addressing System Center	Dayton, Ohio	Designs, develops, and implements logistics solutions
Defense Logistics Agency Systems Integration Office	Fort Belvoir, Virginia	Assesses, develops, and delivers enterprise information technology solutions
Customer Support Office	Columbus, Ohio	Provides human resource services
Defense Operations Research and Resource Analysis Office	Richmond, Virginia	Provides analytical services

Appendix D. Capacity Analysis Data Call Questions Reviewed and Sites Visited

**Table 1: Capacity Analysis Data Call Questions Reviewed
at DLA Sites ¹**

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automated Addressing System Center Headquarters, Dayton, Ohio	11, 301, 318, 324, 327, and 472	22, 28, 29, 201, 302, 310, 311, 313-317, 319-322, 325, 326, 447, 455, 474, 479, 582, 643, and 686
Defense Distribution Center Headquarters, New Cumberland, Pennsylvania ²	11, 314-319, 321, 322, 324, 447, 455, 464, and 465	22-25, 27-29, 201, 301, 302, 310, 311, 313, 320, 325, 326, 462, 466-468, 471, 472, and 479
Defense Supply Center Columbus, Columbus, Ohio	23, 24, 27, 84, 154, 198, 205, 214, 221, 223, 240, 276, 287, 295, 301, 302, 304, 305, 307, 314-319, 321, 324-327, 447, 455, 472, 474, 477, 478, 481, 582, 634, 635, 640-643, 646-659, 664-666, and 678-682	12, 13, 15-17, 85, 211, 215, 217, 218, 224, 229-237, 241-245, 252, 254-264, 266-273, 275, 277-280, 286, 293, 296, 303, 310, 311, 313, 323, 330, 333, 445, 475, 476, 479, 528-532, 536, 540, 542, 544, 546, 548-553, 631, and 667
Defense Supply Center Philadelphia, Philadelphia, Pennsylvania	11, 22-24, 27-29, 301, 302, 310, 311, 313, 314, 316, 317, 319, 321, 322, 325, 326, 447, 455, 472, 478, 479, 481, 634, 635, 640-660, 663-668, 671, 676, and 678-682	318 and 324

¹ Responses were reviewed at 17 DLA sites. However, only 16 sites are listed in table 1. The Defense Automation Production Service Satellite offices are listed in Table 2; we judgmentally sampled 30 of the 165 offices. All of the supporting documentation for the 30 satellite offices was physically located at the Defense Automation and Production Service headquarters in Mechanicsburg, Pennsylvania. Questions were not specifically targeted to headquarters.

² We judgmentally sampled 12 of the 20 distribution depots. All of the supporting documentation for the 12 depots was physically located at Defense Distribution Centers headquarters, New Cumberland, Pennsylvania.

Table 1: Capacity Analysis Data Call Questions Reviewed at DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Supply Center Richmond, Richmond, Virginia	22, 24, 97, 98, 198, 210, 212, 215, 222, 225, 229, 231, 232, 234, 236, 251, 274-276, 278, 293, 301, 302, 304, 305, 307, 318-320, 323-329, 447, 456, 473, 474, 479, 501-503, 506, 510, 528, 540, 544, 546, 582, 634, 635, 640-643, 646-659, 664-666, and 678-682	12, 201, 216-218, 242-245, 252, 254-256, 258-264, 268-272, 281, 282, 286-290, 295, 296, 310, 311, 313, 315, 472, 475, 476, 529-532, 536, 542, 548, 549, 551, 574, 594, 631, and 667
Defense Energy Support Center Headquarters, Fort Belvoir, Virginia	27, 301, 311, 314, 319, 320, 330, 463, 465, 640-643, 646-651, 654-659, 667, 678-680, and 686-691	13, 15, 17, 22, 23, 29, 31, 204, 210, 212, 217, 240, 251, 257, 259, 261, 281, 298, 313, 326, 460, 462, 464, 467, 472, 582, 594, 634, 635, 638, 639, 644, 645, 652, 653, 661-663, 666, 669, 670, 674, 676, 681, 682, 684, 685, 752, and 753
DLA Headquarters, Fort Belvoir, Virginia	11, 23-25, 27, 311, 314, 319, 325, 328, 329, 446, 447, 456, 457, 460-463, 465, 466, 468, 471, 473, 474, 478, 479, 481, 482, and 688-692	22, 26, 28, 29, 301, 302, 310, 313, 315-318, 320-324, 326, 327, 448, 450, 455, 464, 467, 480, 528-532, 536, 540, 544, 637, 640-643, 654, 655, 657-659, 686, and 687
Defense Logistics Information Service, Battle Creek, Michigan	23-25, 27-29, 302, 313, 314, 316, 319, 325, 326, 455, 456, 474, 634, 635, 640, 641, 646-659, and 667	11, 22, 201, 301, 310, 311, 315, 317, 318, 320-322, 324, 447, 472, 479, 544-546, 548-553, 642, 643, and 685

Table 1: Capacity Analysis Data Call Questions Reviewed at DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense National Stockpile Center, Fort Belvoir, Virginia ³	11, 463, 465, 635, 640, 641, 646-649, 651, 655, and 657-659	301, 310, 311, 455, 462, 466, 471, 472, 594, 634, 636, 637, 642, 643, 664, and 685
Defense Operations Research and Resource Analysis Office, Richmond, Virginia	11	479
Defense Reutilization and Marketing Service, Battle Creek, Michigan ⁴	22-24, 302, 311, 313, 314, 316, 318-322, 324, 327, 447, 455, 472, 479, 634-636, 640, 642, 643, 646-659, 663, 676, 677, 685, and 691	11, 25, 27-29, 201, 301, 310, 315, 317, 325, 326, 461-468, and 471
Defense Systems Integration Office, Battle Creek, Michigan	301 and 321	11, 22, 27-29, 201, 302, 310, 311, 313-320, 322, 324-327, 447, 455, 460, 462-468, 471, 472, 474, 479, 582, and 643
Defense Systems Integration Office, Columbus, Ohio	11, 301, and 582	22, 28, 29, 201, 302, 310, 311, 313-322, 324-327, 447, 455, 460, 462-468, 471, 472, 474, 479, and 643
Defense Systems Integration Office, Fort Belvoir, Virginia	11, 463, 465, and 472	22, 28, 29, 201, 301, 302, 310, 311, 313-322, 324-327, 447, 455, 460, 462, 464, 466-468, 471, 474, 479, 582, and 643
Defense Systems Integration Office, Philadelphia, Pennsylvania	11, 301, and 324	22, 28, 29, 201, 310, 311, 313-322, 325, 327, 447, 455, 460, 462-468, 471, 474, 479, 582, and 643

³We judgmentally sampled 13 sites: 10 of the staffed sites and 3 of the un-staffed sites. All of the supporting documentation for the 13 sites was physically located at the Defense National Stockpile Center headquarters, Fort Belvoir, Virginia.

⁴We judgmentally sampled 20 of the 67 Defense Reutilization and Marketing Offices. All of the supporting documentation for the 20 selected Defense Reutilization and Marketing Offices was physically located at the Defense Reutilization and Marketing Service, Battle Creek, Michigan.

Table 1: Capacity Analysis Data Call Questions Reviewed at DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Systems Integration Office, Hill Air Force Base, Utah	11, 301, 302, and 326	22, 28, 29, 201, 310, 311, 313-322, 324, 325, 327, 447, 455, 460, 462-468, 471, 472, 474, 479, 582, and 643

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automated Addressing System Center, Tracy, California	11, 301, 318, 324, 327, and 472	22, 28, 29, 201, 302, 310, 311, 313-317, 319-322, 325, 326, 447, 455, 474, 479, 582, 643, and 686
Defense Automation and Production Service, Aberdeen Proving Grounds, Maryland	11, 22, 302, 313, 325, 455, 464, 465, 467, and 479	301, 311, 461-463, 466, 468, 471, and 472
Defense Automation and Production Service, Anderson Air Force Base (Satellite), Guam	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Arnold Air Station, Tennessee	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Charleston Naval Shipyard, South Carolina	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Defense Supply Center, Richmond, Virginia	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Dyess Air Force Base, Texas	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Bliss, Texas	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Drum, New York	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Eustis, Virginia	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Knox, Kentucky	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automation and Production Service, Fort Lesley J. McNair, Washington, District of Columbia	11, 22, 302, 313, 325, 455, 464, 465, and 467	301, 311, 461-463, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort McPherson, Georgia	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Richardson, Alaska	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Rucker, Alabama	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Fort Worth, Texas	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, March Air Force Base, California	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Marine Corps Air Station Cherry Point, North Carolina	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Mountain Home Air Force Base, Idaho	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Naval Submarine Base Bangor, Washington	11, 22, 302, 313, 325, 455, 464, 467, and 479	301, 311, 461-463, 465, 466, 468, 471, and 472
Defense Automation and Production Service, Naval Surface Warfare Center Carderock Division, Bethesda, Maryland	11, 22, 302, 313, 325, 455, 464, 465, and 467	301, 311, 461-463, 466, 468, 471, 472, and 479

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automation and Production Service, Naval Surface Warfare Center, Port Hueneme, California	11, 22, 302, 313, 325, 455, 464, 467, and 479	301, 311, 461-463, 465, 466, 468, 471, and 472
Defense Automation and Production Service, Rock Island Arsenal, Illinois	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, San Diego Office Building, San Diego, California	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Schofield Barracks Military Reservation, Hawaii	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Seymour Johnson Air Force Base, North Carolina	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, Tobyhanna Army Depot, Pennsylvania	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, TRICARE Management Activity, Aurora, Colorado	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, United States Air Force Academy, Colorado	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479
Defense Automation and Production Service, White House, Washington, District of Columbia	11, 22, 302, 313, 325, 455, 464, 466, and 467	301, 311, 461-463, 465, 468, 471, 472, and 479
Defense Automation and Production Service, Wright-Patterson Air Force Base, Ohio	11, 22, 302, 313, 325, 455, 464, and 467	301, 311, 461-463, 465, 466, 468, 471, 472, and 479

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Distribution Depot, Albany, Georgia	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Anniston, Alabama	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Barstow, California	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Cherry Point, North Carolina	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Columbus, Ohio	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Corpus Christi, Texas	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Hill, Utah	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Jacksonville, Florida	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Mapping Agency, Richmond, Virginia	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Distribution Depot, Norfolk, Virginia	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Oklahoma City, Oklahoma	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, Pearl Harbor, Hawaii	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Puget Sound, Washington	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Red River, Texas	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Distribution Depot, Richmond, Virginia	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, San Diego, California	11, 301, 319, 447, 455, 479, 594, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548-553
Defense Distribution Depot, San Joaquin, California	13, 22 40, 240, 301-304, 319, 479, 528, 532, 540, 574, 634-637, 640-661, 663, 666, 668, 671-673, 675, 676, 683, and 685	16, 203, 209, 216, 219, 225, 235, 244, 269, 275, 305, 310, 311, 313, 447, 462-464, 467, 529, 530, 542, 544, 549, and 551
Defense Distribution Depot, Susquehanna, Pennsylvania	11, 13, 16, 22, 40, 209, 219, 225, 235, 240, 244, 269, 275, 303, 304, 319, 528, 540, 542, 544, 546, 549, 574, 634-636, 640-661, 666, 668, 671, 673, 675, 676, 683, and 685	203, 216, 301, 302, 305, 310, 311, 313, 447, 462, 464, 467, 479, 529, 530, 532, and 551

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Distribution Depot, Tobyhanna, Pennsylvania	11, 301, 319, 447, 455, 479, 594, 634-637, 640- 661, 663, 666, 668, 671- 673, 675, 676, 683, and 685	22, 201, 302, 310, 311, 313, 462-467, 471, 472, 474, 544, 546, and 548- 553
Defense Distribution Depot, Warner Robins, Georgia	301, 319, 479, 636, 637, 654-656, 658-660, 666, 671, 672, and 685	NONE
Defense Fuel Supply Point, Charleston Air Force Base, South Carolina	11, 30, 31, 40, 198, 210, 220, 226, 227, 240, 246, 259, 262, 275, 281, 301, 333, 455-457, 602, 612- 617, 634, 635, 638, 639, 644, 646-649, 651-653, 661-663, 669, 670, 674, 676, 681, 682, 684, 752, and 753	13, 15, 17, 22, 23, 29, 204, 212, 217, 251, 257, 261, 298, 311, 313, 319, 326, 460, 462-465, 467, 472, 582, 594, 640-643, 645, 650, 654-659, 666, 667, 678-680, and 685
Defense Fuel Supply Point, Grand Forks Air Force Base, North Dakota	11, 30, 31, 40, 198, 210, 211, 220, 226, 227, 240, 246, 259, 262, 275, 281, 301, 333, 455-457, 602, 612-617, 634, 635, 638, 639, 644, 646-649, 651- 653, 661-663, 669, 670, 674, 676, 681, 682, 684, 752, and 753	13, 15, 17, 22, 23, 29, 204, 212, 217, 251, 257, 261, 298, 311, 313, 319, 326, 460, 462-465, 467, 472, 582, 594, 640-643, 645, 650, 654-659, 666, 667, 678-680, and 685
Defense Fuel Supply Point, Griffis Air Force Base, Verona, New York	11, 30, 31, 40, 198, 210, 211, 220, 226, 227, 240, 246, 259, 275, 281, 301, 333, 455-457, 602, 612- 617, 634, 635, 638, 639, 644, 646-649, 651-653, 661-663, 669, 670, 674, 676, 681, 682, 684, 752, and 753	13, 15, 17, 22, 23, 29, 204, 212, 217, 251, 257, 261, 298, 311, 313, 319, 326, 460, 462-465, 467, 472, 582, 594, 640-643, 645, 650, 654-659, 666, 667, 678-680, and 685

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Fuel Supply Point, McDill Air Force Base, Tampa, Florida	11, 30, 31, 40, 198, 210, 211, 220, 226, 227, 240, 246, 259, 262, 275, 281, 301, 333, 455-457, 602, 612-617, 634, 635, 638, 639, 644, 646-649, 651- 653, 661-663, 669, 670, 674, 676, 681, 682, 684, 752, and 753	13, 15, 17, 22, 23, 29, 204, 212, 217, 251, 257, 261, 298, 311, 313, 319, 326, 460, 462-465, 467, 472, 582, 594, 640-643, 645, 650, 654-659, 666, 667, 678-680, and 685
Defense Fuel Supply Point South West Division, Naval Facilities Engineering Command, San Pedro, California	11, 30, 31, 40, 198, 210, 211, 220, 226, 227, 240, 246, 259, 262, 275, 281, 301, 333, 455-457, 602, 612-617, 634, 635, 638, 639, 644, 646-649, 651- 653, 661-663, 669, 670, 674, 676, 681, 682, 684, 752, and 753	13, 15, 17, 22, 23, 29, 204, 212, 217, 251, 257, 261, 298, 311, 313, 319, 326, 460, 462-465, 467, 472, 582, 594, 640-643, 645, 650, 654-659, 666, 667, 678-680, and 685
Defense National Stockpile Center, Baton Rouge, Louisiana	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657- 659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Binghamton, New York	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657- 659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Clearfield, Utah	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657- 659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Curtis Bay, Maryland	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657- 659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Hammond, Indiana	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657- 659, 664, and 685	462, 463, 465, 466, 471, and 594

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense National Stockpile Center, New Haven, Indiana	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Oak Ridge, Tennessee	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Point Pleasant, West Virginia	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Ravena, Ohio	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Scotia, New York	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Somerville, New Jersey	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense National Stockpile Center, Warren, Ohio	11, 301, 310, 311, 455, 472, 634-637, 640-643, 646-649, 651, 655, 657-659, 664, and 685	462, 463, 465, 466, 471, and 594
Defense Reutilization and Marketing Office, Elmendorf Air Force Base, Anchorage, Alaska	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Camp Lejuene, North Carolina	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Reutilization and Marketing Office, Cannon Air Force Base, New Mexico	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Cape Canaveral Air Force Station, Florida	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Fort Carson, Colorado Springs, Colorado	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Corpus Christi Naval Air Station, Texas	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Crane Naval Surface Warfare Center, Indiana	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Defense Supply Center Richmond, Richmond, Virginia	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Fort Bragg, North Carolina	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Reutilization and Marketing Office, Malmstrom Air Force Base, Great Falls, Montana	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Hill Air Force Base, Utah	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Redstone Arsenal, Huntsville, Alabama	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Jacksonville Naval Air Station, Florida	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Kapolei, Hawaii	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Letterkenny Army Depot, Chambersburg, Pennsylvania	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Minot Air Force Base, North Dakota	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683

Table 2: Capacity Analysis Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Reutilization and Marketing Office, Offutt Air Force Base, Nebraska	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Fort Sam Houston, San Antonio, Texas	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, French Camp, Stockton, California	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683
Defense Reutilization and Marketing Office, Vandenberg Air Force Base, California	11, 23, 24, 27, 301, 302, 314, 319, 634-636, 640, 646-653, 655-659, 663, 676, 677, and 685	22, 25, 28, 29, 201, 313, 315-318, 320-322, 324-326, 447, 479, 637, 641-643, 654, 660, 662, 668, 671-673, 675, and 683

Appendix E. Second Data Call Questions Reviewed and Sites Visited

Table 1: Second Data Call Questions Reviewed at DLA Sites¹

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automatic Addressing System Center Headquarters, Dayton, Ohio	1914	1905, 1913, 1915-1917, 4072-4074, and 4081
Defense Automation and Production Service Headquarters, Mechanicsburg, Pennsylvania ²	1905, 1913-1917, and 4081	4072-4074
Defense Supply Center Columbus, Columbus, Ohio	1400-1417, 1420, 1421, 1501-1506, 1905, 1913, 1914, 1916, 1917, 1961, 1962, 2800-2812, 2820, 2831, 2832, 2834-2836, 2842, 2845-2857, 4073, 4079-4081, and 4096	1915, 4072, and 4074
Defense Supply Center Philadelphia, Philadelphia, Pennsylvania	1905, 1913, 1914, 1916, 1917, 2800-2812, 2820, 2831, 2832, 2834-2836, 2842, and 2845-2857	1900, 1915, 2813-2819, 2821-2830, and 2833
Defense Supply Center Richmond, Richmond, Virginia	1400-1417, 1420, 1421, 1500-1507, 1905, 1913-1917, 2154, 2157, 2215, 2219, 2220, 2275, 2278-2282, 2284-2286, 2341, 2344-2347, 2800-2812, 2820, 2831, 2832, 2834-2836, 2842, 2845-2857, 4072-4074, 4079-4081, 4096, and 4276	2283

¹ We judgmentally sampled 10 of the 20 distribution depots. All of the supporting documentation for the 10 depots was physically located at the Defense Distribution Center, New Cumberland, Pennsylvania. No questions were targeted specifically to headquarters.

² We selected the 22 commercially leased sites for review. All of the supporting documentation was physically located at Defense Automation and Production Service headquarters, Mechanicsburg, Pennsylvania.

Table 1: Second Data Call Questions Reviewed at DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Energy Support Center, Fort Belvoir, Virginia	1914, 1916, 1917, 2802-2805, 2808-2812, 2820, 2831, 2832, 2834-2836, 2842, and 2845-2857	1905, 1913, and 1915
DLA Headquarters, Fort Belvoir, Virginia	1905, 1907, 1908, 1911, 1913-1917, 1962, 1963, 4079, 4080, and 4099-4103	1900, 1909, 1910, 1961, and 4072-4074
Defense Logistics Information Service, Battle Creek, Michigan	1400-1417, 1420, 1421, 1501, 1503-1506, 1905, 1913-1917, 2820, 2831, 2832, 2834-2836, 2845-2856, 4072-4074, 4079-4081, and 4096	1500, 1502, 1507, 1900, 1907-1910, and 1961-1963
Defense National Stockpile Center, Fort Belvoir, Virginia ³	1501, 1504, 1905, 1913-1917, 2820, 2831-2836, and 2845-2856	1400-1417, 1420, 1421, 1500, 1502, 1503, 1505, 1506, 1507, 1912, 2806, 2807, 2824, 2840, and 2841
Defense Reutilization and Marketing Service, Battle Creek, Michigan ⁴	1905, 1913, 1914, 1916, 1917, and 4081	1915 and 4080

³ We judgmentally sampled 13 sites: 10 of the staffed sites and 3 of the unstaffed sites. All of the supporting documentation for the 13 sites was physically located at the Defense National Stockpile Center, Fort Belvoir, Virginia.

⁴ We judgmentally sampled 20 of the 67 Defense Reutilization and Marketing Offices (10 of the 20 were sites included in the capacity analysis data call). All of the supporting documentation for the 20 sites was physically located at Defense Reutilization and Marketing Service, Battle Creek, Michigan.

Table 2: Second Data Call Questions Reviewed for Other DLA Sites

DLA Site	Question Number	
	Answered	Not Applicable
Customer Support Office, Columbus, Ohio	1900 and 1918	1907-1909, 1961, 4072-4074, and 4081
Customer Support Office, New Cumberland, Pennsylvania	1900 and 1918	1907-1909, 1961, 4072-4074, and 4081
Defense Automatic Addressing System Center, Tracy, California	1914	1905, 1913, 1915-1917, 4072-4074, and 4081
Defense Automation and Production Service, Arlington, Virginia	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Atlanta, Georgia	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Aurora, Colorado	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Bethesda, Maryland	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Boston, Massachusetts	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Cleveland, Ohio	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Fern Street, Arlington, Virginia	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Fort Worth, Texas	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Huntsville, Alabama	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Indianapolis, Indiana	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Automation and Production Service, Jacksonville, Florida	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Kansas City, Missouri	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Louisville, Kentucky	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Nashville, Tennessee	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, New York, New York	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Omaha, Nebraska	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Portland, Oregon	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Sacramento Army Depot, California	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Savannah, Georgia	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, St. Louis, Missouri	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, TRICARE Management Activity, Aurora, Colorado	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE
Defense Automation and Production Service, Walla Walla, Washington	1400-1417, 1420, 1421, 1501, and 1503-1505	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Distribution Depot, Albany, Georgia	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Anniston, Alabama	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Barstow, California	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Cherry Point, North Carolina	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Columbus, Ohio	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Corpus Christi, Texas	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Hill, Utah	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Jacksonville, Florida	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Mapping Agency, Richmond, Virginia	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Norfolk, Virginia	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Oklahoma City, Oklahoma	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, Pearl Harbor, Hawaii	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Puget Sound, Washington	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Distribution Depot, Red River, Texas	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Richmond, Virginia	2813-2833, 2837-2856, 4072-4074, 4079-4081, 4096, and 4306-4311	NONE
Defense Distribution Depot, San Diego, California	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, San Joaquin, California	1400-1417, 1420, 1421, 1500-1507, 1905, 1913- 1917, 2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Susquehanna, Pennsylvania	1400-1417, 1420, 1421, 1500-1507, 1905, 1913- 1917, 2813-2833, 2837- 2856, 4072-4074, 4079- 4081, 4096, and 4306- 4311	NONE
Defense Distribution Depot, Tobyhanna, Pennsylvania	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Distribution Depot, Warner Robins, Georgia	2818-2820, 2831, 2832, 2843-2848, 4308, and 4309	NONE
Defense Fuel Supply Point, Charleston Air Force Base, South Carolina	1400-1417, 1420, 1421, 1501, 1503-1505, 2813, 2815, 2820, 2821, 2823- 2833, and 2840-2856	NONE
Defense Fuel Supply Point, Grand Forks Air Force Base, North Dakota	1400-1417, 1420, 1421, 1501, 1503-1505, 2813, 2815, 2820, 2821, 2823- 2833, and 2840-2856	NONE
Defense Fuel Supply Point, Griffis Air Force Base, Verona, New York	1400-1417, 1420, 1421, 1501, 1503-1505, 2813, 2815, 2820, 2821, 2823- 2833, and 2840-2856	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Fuel Supply Point, McDill Air Force Base, Tampa, Florida	1501, 1503-1505, 2813, 2815, 2820, 2821, 2823-2833, and 2840-2856	NONE
Defense Fuel Supply Point, South West Division, Naval Facilities Engineering Command, San Pedro, California	1400-1417, 1420, 1421, 1501, 1503-1505, 2813, 2815, 2820, 2821, 2823-2833, and 2840-2856	NONE
Defense National Stockpile Center, Baton Rouge, Louisiana	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Binghamton, New York	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Clearfield, Utah	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Curtis Bay, Maryland	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, 2848-2850, and 2852-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2845-2847, 2851, 2855, and 2856
Defense National Stockpile Center, Hammond, Indiana	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, New Haven, Indiana	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense National Stockpile Center, Oak Ridge, Tennessee	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2833, 2840, 2841, 2848, and 2852-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2831, 2832, 2834-2836, 2845-2847, 2849-2851, 2855, and 2856
Defense National Stockpile Center, Point Pleasant, West Virginia	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Ravena, Ohio	1501, 1503, 1504, 2806, 2807, 2820, 2824, 2833, 2840, 2841, 2848, and 2852-2854	1400-1417, 1420, 1421, 1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2831, 2832, 2834-2836, 2845-2847, 2849-2851, 2855, and 2856
Defense National Stockpile Center, Scotia, New York	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Somerville, New Jersey	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2854	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, 2834-2836, 2855, and 2856
Defense National Stockpile Center, Warren, Ohio	1400-1417, 1420, 1421, 1501, 1503, 1504, 2806, 2807, 2820, 2824, 2831-2833, 2840, 2841, and 2845-2856	1500, 1502, 1505, 1506, 1507, 1905, 1912-1917, and 2834-2836
Defense Reutilization and Marketing Office, Elmendorf Air Force Base, Anchorage, Alaska	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Camp Lejuene, North Carolina	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Reutilization and Marketing Office, Fort Carson, Colorado Springs, Colorado	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Crane Naval Surface Warfare Center, Crane, Indiana	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Fort Hood, Texas	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Fort Stewart, Georgia	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, New London Submarine Base, Groton, Connecticut	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Hill Air Force Base, Utah	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Kapolei, Hawaii	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Minot Air Force Base, North Dakota	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Nellis Air Force Base, Nevada	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Norfolk Naval Station, Virginia	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Offutt Air Force Base, Nebraska	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE

Table 2: Second Data Call Questions Reviewed for Other DLA Sites (Cont'd)

DLA Site	Question Number	
	Answered	Not Applicable
Defense Reutilization and Marketing Office, Oklahoma City, Oklahoma	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Fort Sam Houston, San Antonio, Texas	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Scott Air Force Base, Illinois	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Fort McCoy, Sparta, Wisconsin	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, French Camp, Stockton, California	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Red River Army Depot, Texarkana, Texas	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE
Defense Reutilization and Marketing Office, Wright-Patterson Air Force Base, Ohio	2813, 2815, 2816, 2818, 2820, 2821, 2831-2833, 2842, and 2845-2856	NONE

Appendix F. Second Data Call Responses Considered Unsupported or Partially Supported

The following responses to the second data call were considered either unsupported, partially supported, or were based on information responsible personnel considered to be the best data available.

- For DLA headquarters, responses to HSA JCSG military value question numbers 1907¹ and 1908² could not be validated because the documentation used by DLA to support the response were the calendars of senior officials. We could not verify whether the meetings actually took place.
- For Defense Energy Support Center headquarters, responses to HSA JCSG military value question number 1914 and S&S JCSG military value question numbers 2803, 2834, 2836, 2853, and 2854 were not provided for the timeframe requested.
- For Defense Fuel Supply Points Charleston, Grand Forks, San Pedro, and Verona, JPAT 7 question numbers 1405 through 1407, 1420, and 1421, along with S&S JCSG military value question number 2820 for all five Defense Fuel Supply Points were unsupported.
- For Defense Fuel Supply Points Grand Forks, San Pedro, and Verona, S&S JCSG military value question numbers 2815, 2823, and 2825 were only partially supported because the required information for one or more of the fiscal years was not available.
- For Defense Fuel Supply Points Charleston, Grand Forks, Verona, and Tampa, S&S JCSG military value question numbers 2831, 2832, 2849, and 2850 were supported by an e-mail from DLA headquarters. We could not determine if the responses were accurate; however, Defense Energy Support Center headquarters personnel maintained that the responses were based on data it considered to be the best available.
- For Defense National Stockpile Center Baton Rouge, Binghamton, Clearfield, Curtis Bay, Hammond, New Haven, Oak Ridge, Point Pleasant, Scotia, Summerville, and Warren, JPAT 7 question numbers 1405 and 1406 (except Clearfield for 1406) were only partially answered because the data was not available.
- For selected Defense Distribution Depots (except Columbus), S&S JCSG military value question number 2844 was unsupported. Furthermore, a portion of the response for question number 2844 was included in the

¹ The question asked for the number of meetings between an organization's senior officials, including flag officers, and senior officials from another organization located in the Washington, D.C., area.

² The question asked for the number of meetings between an organization's senior officials, including flag officers, and members of Congress or their staffs.

response for question number 2828. Therefore, a portion of the response for S&S JCSG military value question number 2828 may also be unsupported.

- For JPAT 7 question number 1405 for Defense Automation and Production Service Arlington, Aurora, Boston, Cleveland, Fern Street, Fort Worth, Indianapolis, Kansas City, Louisville, Nashville, New York, Omaha, Portland, Sacramento, St. Louis, and TRICARE Management Activity, and JPAT 7 question number 1406 for Arlington, Aurora, Bethesda, Boston, Cleveland, Fern Street, Huntsville, Kansas City, Louisville, Nashville, New York, Omaha, Portland, Sacramento, TRICARE Management Activity, and Walla Walla, data were either erroneous or not available.
- For Defense Logistics Information Service, responses to JPAT 7 question numbers 1405 and 1406 were based on written memorandums referencing telephone conversations. Responses for 1420 and 1421 were based on a memorandum for the record. Defense Logistics Information Service personnel considered the responses to be the best data available.
- For Defense Logistics Information Service, the responses provided for HSA JCSG military value question numbers 1905, 1916, and 1917 were as of FY 2003. The questions required a response as of August 2004.
- For Defense Supply Center Richmond, JPAT 7 question numbers 1405 and 1406 were unsupported because the required data were not available.
- For Customer Support Office Columbus, HSA JCSG military value question number 1900, the response for FY 2001 was unsupported.

Appendix G. Scenario Specific Data Calls Reviewed

Table 1. Headquarters and Support Activities Joint Cross Service Group Scenario Data Calls Reviewed for DLA Response

Scenario Data Call Numbers Reviewed	Status*	Categories of DLA Responses Reviewed
HSA-0029	Active	Data related to personnel, selected capacity analysis data, activity mission costs and savings, one-time unique costs, miscellaneous recurring savings, one-time information technology costs, and environmental non-military construction costs
HSA-0030 HSA-0031 HSA-0088 HSA-0096 HSA-0097	Inactive	Data related to personnel, selected capacity analysis data, activity mission costs and savings, one-time unique costs, miscellaneous recurring savings, one-time information technology costs, and environmental non-military construction costs

* Represents the status as of April 8, 2005. This Appendix does not list those scenarios that we reviewed but have subsequently been cancelled.

**Table 2. Supply and Storage Joint Cross Service Group
Scenario Data Calls Reviewed for DLA Response**

Scenario Data Call Numbers Reviewed	Status	Categories of DLA Responses Reviewed
S&S-0004 S&S-0005	Inactive	Data related to personnel, selected capacity analysis data, storage space, one-time unique costs and savings, miscellaneous recurring costs and savings, one-time information technology costs, one-time moving costs, environmental non-military construction costs, military construction costs, and contract costs
S&S-0035	Active	Data related to personnel, selected capacity analysis data, storage space, one-time unique costs and savings, miscellaneous recurring costs and savings, one-time information technology costs, one-time moving costs, environmental non-military construction costs, military construction costs, and contract costs
S&S-0043 S&S-0044 S&S-0045	Active	Data related to personnel, selected capacity analysis data, storage space, one-time unique costs and savings, miscellaneous recurring costs and savings, contract costs, and the dollar value of inventory
S&S-0046	Inactive	Data related to personnel, cost estimates, savings estimates, facilities, and supply operations
S&S-0048 S&S-0051	Active	Data related to personnel, selected capacity analysis data, storage space, one-time unique costs and savings, miscellaneous recurring costs and savings, one-time information technology costs, one-time moving costs, environmental non-military construction costs, military construction costs, and contract costs

Table 3. Department of the Navy BRAC Team Scenario Data Calls Reviewed for DLA Response

Scenario Data Call Numbers Reviewed	Status	Categories of DLA Responses Reviewed
DON-0165 DON-0167	Active	Data related to personnel, activity mission savings, one- time unique costs, miscellaneous recurring costs and savings, one- time information technology costs, one- time moving costs, environmental non-military construction costs, military construction costs, contract costs, and movement of equipment

Appendix H. Report Distribution

Office of the Secretary of Defense

Director, Base Realignment and Closure (Installations and Environment)

Director, Defense Logistics Agency

Non-Defense Federal Organizations

Government Accountability Office

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The Department of Defense Office of the Deputy Inspector General for Auditing, Readiness and Logistics Support prepared this report. Personnel of the Department of Defense Office of Inspector General who contributed to this report are listed below.

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* Audit Assistance and Support: DLA provided auditors to assist in the data validation at selected DLA sites. The DLA auditors were used as team members, but were restricted from being team leaders, or validating data from their respective activities.