

LOGISTICS SUPPORT 1982-1992

INTRODUCTION

The planned initiatives in the Agency for the next decade dictate that current capabilities, skills, management plans, and organizational structure be analyzed to determine what changes will be needed to meet future requirements. This paper addresses the current planning, direction, and alternatives being undertaken and considered by the Office of Logistics in continuing and improving support to Agency requirements.

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The perceived need for compartmentalization has in the past precluded the coordination needed to appropriately plan support. OL is currently studying organizational realignments to assure that the proper mix of skills in the correct numbers exist to meet future requirements. One organizational realignment includes centralizing all covert support resources under one structure. To the extent that compartmented information will allow, this structure will be responsive to operational needs. The ability to meet short-notice requirements will be ensured by the proprietary entity discussed in Part I.

III. Space for an Expanding Agency

The planning papers imply that current space plans will not be sufficient to accommodate Agency needs through the next decade. The following concepts are alternatives to meeting Agency space needs.

A. Headquarters Compound Concept

Build the new addition on the Headquarters compound as planned and accommodate new growth by one or more of the following:

- Continue to lease selected external buildings.
- Build, buy, or lease in the Washington metropolitan area a building large enough to house the remaining external elements plus all new growth, gradually phasing in existing components with new growth.

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- Relocate the Federal Highway Research Station to a new location and adapt their facilities for Agency use.
- Place temporary structures (inflatable buildings or modulars) on the Headquarters compound and use them until one or more of the above can be accomplished.
- Build a new facility within 50 (plus-minus) miles of Headquarters which can accommodate all elements in the Washington metropolitan area not slated to move into the new additions. This would also include all depot operations.

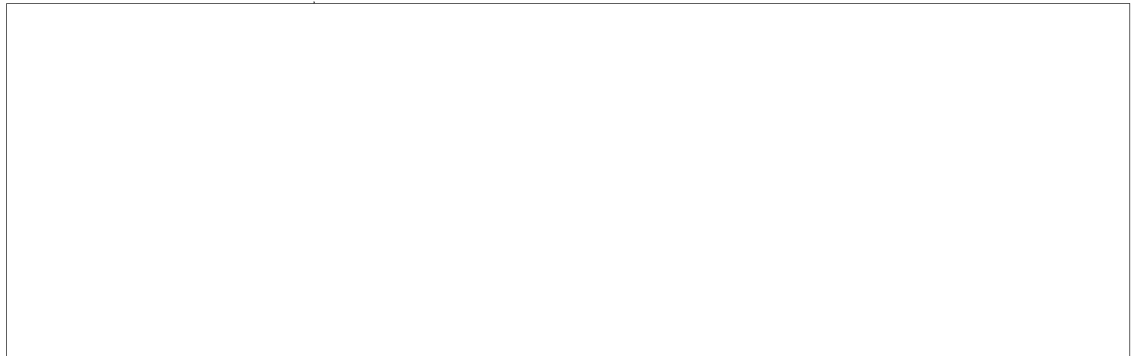
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B. Two Compound Concept

Do not build a new addition on the Headquarters compound. Instead, build temporary structures to house new growth only and develop a new compound on a large tract of land within 100 miles of Headquarters. Most DS&T and DA components would be housed in this facility and Headquarters would be retained for DCI, DDI, and DO functions.

C. Satellite Concept

1. Relocate selected offices to other areas within the region. For example:



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2. Relocate directorates throughout the region and keep DCI and support elements on Headquarters compound. Also could set up geographically by regional organizations, e.g., all EUR co-located.
3. Explore work-at-home concept via terminals for selected occupations.

In addition to the concepts stated above, the following should be considered:

- Explore the excavation of the basement in the P&PD building for offices or storage.
- The P&PD building was originally constructed with the capability to expand via two additional floors. The two floors could best be used by editors, cartographers, publishers, or for housing computers and peripheral equipment.
- The proximity of Headquarters to the Potomac River should be weighed for future relocations and possibilities of water transportation if moves were made to Rosslyn, Crystal City, Georgetown, and MacArthur Boulevard areas.

S E C R E T

- Explore reconfiguration of parking areas in the Headquarters compound area to align with the trend toward smaller automobiles.
- Application of new GSA guidelines on square footage for workstations.

IV. Strategy to Increase Timeliness and Responsiveness of the Acquisition System

Long-term strategy to increase the timeliness and responsiveness of Agency procurement, contracting and supply systems is dependent upon the successful development of a Logistics Integrated Management System (LIMS). LIMS will be an integrated management system that recognizes and reacts to service requirements and resource constraints, and enhances operational efficiency, effectiveness, and productivity. LIMS will progressively increase automation in OL information handling systems through an expandable, flexible, Agency/office-wide automated management information system which supports OL operations. LIMS will transfer labor-intensive operations to computers and integrate all OL and OF processes within the functions of: property management, requisitioning, cataloging, inventory management, receiving, procurement, distribution, vendor payment, management information generation and dissemination, and those general requirements affecting the whole of an automated system. LIMS will also relate to and interface with Agency accounting, financial, and budgetary processes.

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V. Strategy to Become Independent from GSA and to Improve Logistics Services Support

In the Metropolitan Washington Area, the Agency resides in Government-owned or leased buildings which have historically been maintained, operated, and/or leased by the General Services Administration (GSA). Routine services as required during the normal 40-hour work week (such as lights, air conditioning, maintenance, custodial, guard services, etc.) have been funded by an established Standard Level Users Charge (SLUC) which currently costs the Agency \$28,000,000 per year. Services outside normal hours or those of higher quality than considered standard, are available only if agreed to and funded on a reimbursable basis. The activities which are necessary for the Agency to stay open 24 hours per day, 365 days per year and to maintain the high level of security required, cost several more million dollars per year. New construction or major alternatives are designed and constructed through additional reimbursable efforts. The same constraints exist to various degrees in Agency buildings throughout CONUS where GSA is the agent and the Agency is the client.

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Over the years, GSA has shown either a lack of interest or a lack of ability to provide the level of service or to meet the required time of delivery of the service. Even when the Agency has been driven by events to provide extra monetary resources to GSA to improve matters, the result has been a period of short-lived interest in improving performance. Inevitably, service continues to be inadequate and unsatisfactory.

Our efforts to gain independence from GSA are restricted by that law which designates GSA as the executive agent in federal requirements for space, renovation, construction and for maintenance and operation of federally-owned and leased property. Hence, the only feasible alternative for independence is delegations of authority from GSA. We have aggressively pursued this avenue and recently (9 August 1982) assumed responsibility for maintenance and operation of [redacted]. We are continually negotiating with GSA for additional delegations of authority. The current issues being negotiated are:

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A. Maintenance and operation of the OTS complex at 2430 E street -- The complex has deteriorated to such a degree that the Agency has, in effect, asked GSA to "show cause" why the Agency should not take over that facility. GSA has indicated its determination to do better and is in the process of accomplishing many minor repairs and formulating a schedule of capital improvements such as major roof repairs or utility systems upgrade for Agency consideration.

B. Maintenance and operation of the Headquarters Power Plant -- In response to repeated concern by the Agency relative to the degree of reliability available from GSA, negotiations are now in progress to determine the true cost of adequate maintenance, operation, and those capital improvements necessary to recover from a plant facility nearing the end of its useful life expectancy.

C. Leasing and alteration to suit Agency space requirements in non-Government buildings -- Negotiations have been conducted to obtain unlimited authority from GSA for the Agency to directly lease space. GSA has refused to delegate authority above the existing 5,000 square foot limit and has promised to expedite requests to the extent possible. The Agency has placed GSA on notice that it will, when necessary to meet operational requirements, proceed with GSA if possible or without GSA if it cannot meet operational deadlines.

Independence from GSA will result in improved services through the:

S E C R E T

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- Control of the custodial, maintenance, and operations work force.
- Identification and clearance of contractors with the professional skills required, i.e., architects and engineers.

Services can also be improved through the automation of those labor-intensive activities, i.e., architectural design and layout functions, receiving and resupply, and mail sorting and distribution activities.

VI. Strategy to Improve Transportation and Storage Capability

Transportation facilities necessary to adequately support expanded Agency activities are currently lacking. It is essential that OL's capabilities to move cargo efficiently, securely, and on a timely basis be thoroughly explored. OL needs to establish an independent capability to move cargo through dedicated air and sea channels. A limited effort is already underway to bolster our capabilities in this area. During the past year representatives of the Office of Logistics have investigated the feasibility of developing a capability to charter ships through overseas companies. The necessary entities are already in place which would enable OL to effect charters without revealing the interests of the US Government. Documentation for this project is currently being developed. Additional effort to bolster transportation capabilities include an investigation during FY 83 of the feasibility of reestablishing a dedicated airlift capability.

The increase in people, the communications recapitalization program, the implementation of the CRAFT program, and planned initiatives will all have a considerable impact on OL's storage capability. During the forthcoming decade, OL will undertake a major study of the anticipated storage requirements versus our current capability and initiate plans for new warehouse facilities. It is conceivable that the increase in requirements can be met through the construction of new warehouse facilities at one of our CONUS locations; however, it may also be necessary to open an entirely new depot. In conjunction with expanding our current capabilities, the need to reestablish regional supply capabilities in Europe and the Far East will also be carefully studied. Regional support activities are one way in which the extensive lead time for materiel support can be reduced significantly, therefore providing a much needed improvement in customer responsiveness. Our new automated system will assist us in tracking requirements to the extent that OL will be capable of more accurately forecasting Agency materiel support requirements.

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