



# DDJF's BFD: Mission Complete

In July 2007, Defense Distribution Depot Jacksonville, Fla., began planning for the Base Realignment and Closure mandated footprint reduction process. DDJF was provided a goal of reducing by 228,000 gross sq. feet, and the depot, led by United States Navy Cmdr. Susan Talwar, with input from EG&G, the contracted distribution services provider, began the process with a plan to move out of Building 110 and the Building 110 Annex, which would provide the needed reduction. With over 84,000 line items of materiel on-hand at the time, plans were made to re-warehouse materiel with two directives in mind:

1. Reduce the number of locations in which materiel was stored
2. Maximize the available cube of storage locations

Building 110 was a three story structure, with 8 foot bin shelving on the second and third decks, and 8 foot QA shelves on the first floor. It housed mostly Defense Logistics Agency consumables on the second and third floors, and Navy small repairables on the first floor. The Building 110 Annex was one story with 8 foot QA shelving for small Navy repairable stowage, and also included the service provider's maintenance shop and a small parcel packing area for the two buildings.

The first order of business was to consolidate materiel to the south area warehouses, following the rule to reduce the number of locations

per National Stock Number in the process. Building 162 was reconfigured with DLA Enterprise Support newly-purchased 12 foot bin shelving storage aids, and the reuse of eight foot QA shelves for storage of consumables not conducive to small bin storage. The 12-foot high bins took full advantage of the vertical storage capability not possible in Building 110, and not require the costly installation of an in-rack fire suppression system, as 12 feet remained below the fire code height limit. The plan allowed for 71,000 bin locations in Building 162, so that all of the binnables in Building 110 could be rewarehoused and stored in Building 162. The Building 110 and Annex Navy repairables were rewarehoused into Building 176 ("A" condition) and Building 163 (anything other than "A" condition).

In February 2008, Defense Distribution Center Acquisition Operations completed a contract modification which funded the service provider to perform the rewarehousing operations and the storage aid reconfiguration necessary over the next 24 months. It was very important that the Continuing Government Activity and service provider communicated prior to the startup of the operation, so that the service provider could provide feedback and the overall goals and direction of the project were known upfront.

The original planning and execution tenets included the direction that all current materiel would either need to fit into the

reduced warehousing footprint, be attrited out of stock by filling materiel requirement orders, or be worked for disposal on an individual line item basis through item managers. At that point in time, the overall plan did not include the potential movement of any materiel from DDJF to the future servicing strategic distribution platform, Defense Distribution Depot Warner Robins, Ga. Thus, in late 2007, the DDJF BRAC Footprint Diminution, or BFD, project was born and encompassed the following rewarehousing mandates:

- Pick the location's on-hand Distribution Standard System quantity by counting the actual amount at pick and write correct quantity on the box, bag or pallet;
- Count the materiel again at stow and stow the actual quantity;
- And perform 100 percent quality control on all inventory adjustments.

About six months into the project, the Jacksonville Naval Air Station's Base Futures Planning Council advised DDJF that three buildings currently used in Packing, Packaging, Preservation, and Marking, or PPP&M, operations were planned for demolition in 2012 in order to make room to build a new flight-line fire station. The base also informed DDJF that their higher echelon, the Commander Naval Installations Command had set a goal for a 25

percent facilities reduction via either demolition and/or lay-up of buildings on base, with the specific direction for the demolition of all temporary structures by 2013. DDJF was currently utilizing four temporary tension fabric buildings for bulk materiel storage, which had a supposed-serviceable life of 10 years, but were in use for nearly 25 years. It was evident that these would need to be returned to the host installation for their eventual demolition.

Late in 2008, six months into the execution phase of DDJF's original BFD process, it became clear that the initial plan to return only Building 110 and Building 110 Annex to the host in order to meet the 228,000 gross sq. feet BRAC goal, was no longer sufficient. The BFD process required some 'shape-shifting' to incorporate the Naval Air Station's Future Base Operations Plans. Nine buildings, encompassing 308,000 gross sq. feet, were included in the updated BFD plan and scheduled for return to the host prior to completion of the project in early 2010.

The DDJF team's BFD was revised to now include retaining a portion of the first floor of Building 110 and moving in the main PPP&M

operation, but with a reduced overall footprint from over 45,000 gross sq. feet to under 35,000 gross square feet. The updated plan also encompassed reconfiguring several bays in the south area warehouses by removing racks to make room for bulk materiel storage rewarehoused from the four tension fabric buildings. In addition to the distribution services provider manpower, DDJF supervised 42 reserve soldiers from the 665th Quartermaster Detachment for two weeks in the summer of 2009, rewarehousing the largest cube of these items into Building 171.

In addition to this updated BFD plan, in May 2009, DDJF began receiving Stock Transport Orders to move DLA owned or managed large cube items to DDWG. Throughout the summer of 2009, as this movement to the SDP progressed towards a scheduled total of nearly 18,000 line items, DDJF came to the realization that there was an opportunity to reduce its storage footprint even further by turning-in one additional building totaling 99,000 gross sq. feet. In August of 2009, the thrice-revised plan was approved by DDC which would have DDJF return 10 buildings to the host, totaling 407,000 gross sq. feet at fruition. Racking was removed from Building 171 and the 12 foot bins in Building 162 were moved to Building 171 to accommodate small consumable item stowage. An entire bay in Building 171 was established for pilferable segregated storage. The final execution phase of the BFD plan began in the fall of 2009 and

culminated in March 2010 with the return of Building 162 to the host installation. By March 31, 2010, DDJF declared to DDC, "BFD: Mission Complete!"

There were many other actions that took place during this time to improve the storage environment to make it a safer, more efficient and more effective workplace. All nestainers were removed from storage and were replaced with rack or bulk storage areas. The racks allowed DDJF to go four levels high within the same footprint, increasing storage capacity. DDJF removed a rolling rack system that was antiquated and prone to breakdown, and created a bulk area for containers instead. The equipment maintenance shop was moved to the south area early in the process, to be closer to where the vast majority of the Materiel Handling Equipment and other equipment were located. By 2013, when the Navy completes demolition of the empty tension fabric buildings within the south area gated warehousing compound, DDJF anticipates further "compression" with closer location of outside bulk storage areas within the compound, reducing the time it takes to get to and from these areas.

The underlying theme that made all of this happen so successfully at DDJF was CGA & service provider teamwork and communication... it's vital to everything accomplished at DDJF. DDJF understands they cannot be successful at providing the best service at the least cost to the Warfighter without working together as a cohesive, communicative team. The DDJF BFD project was proof of this concept.

## DDJF

Defense Distribution Depot Jacksonville

