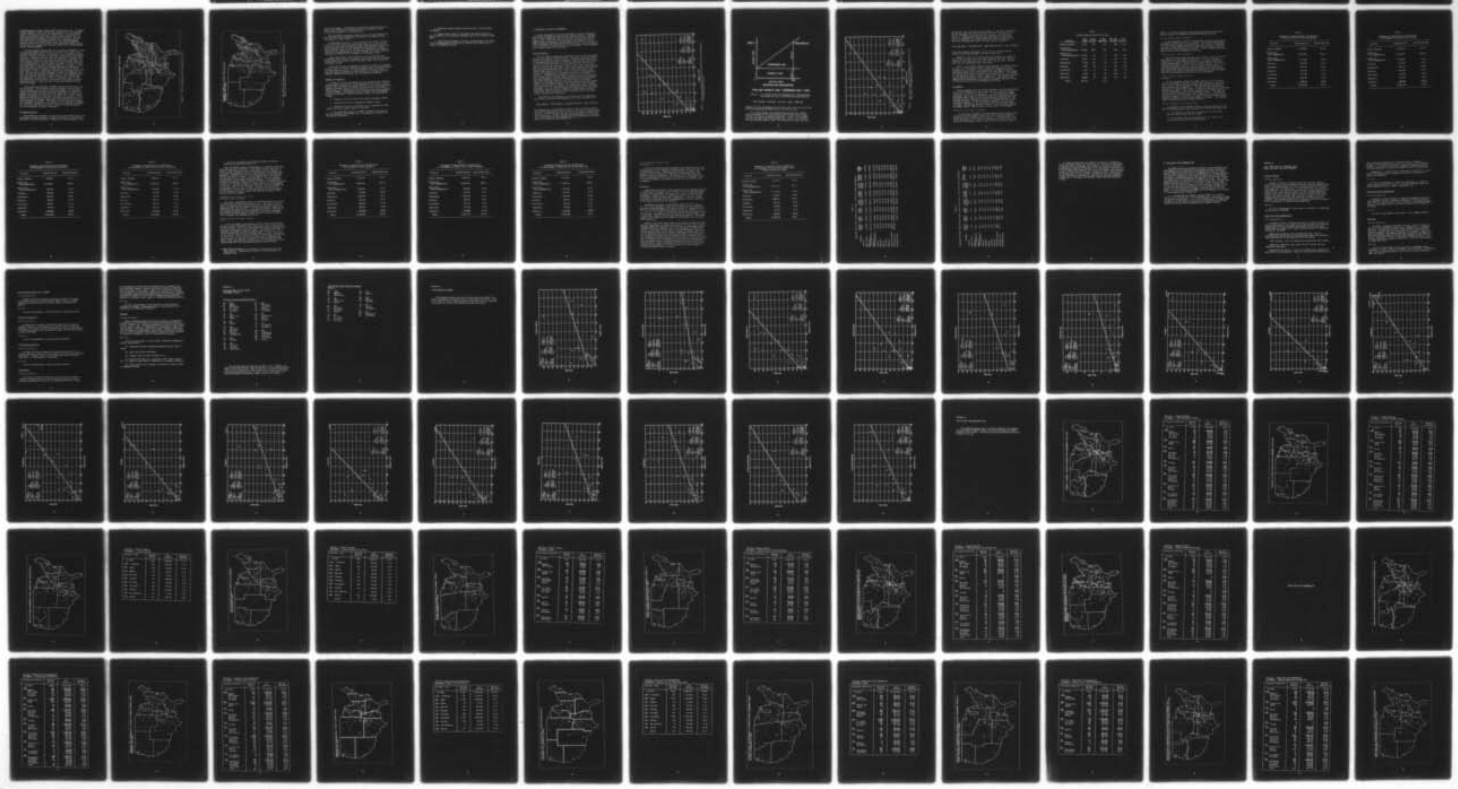
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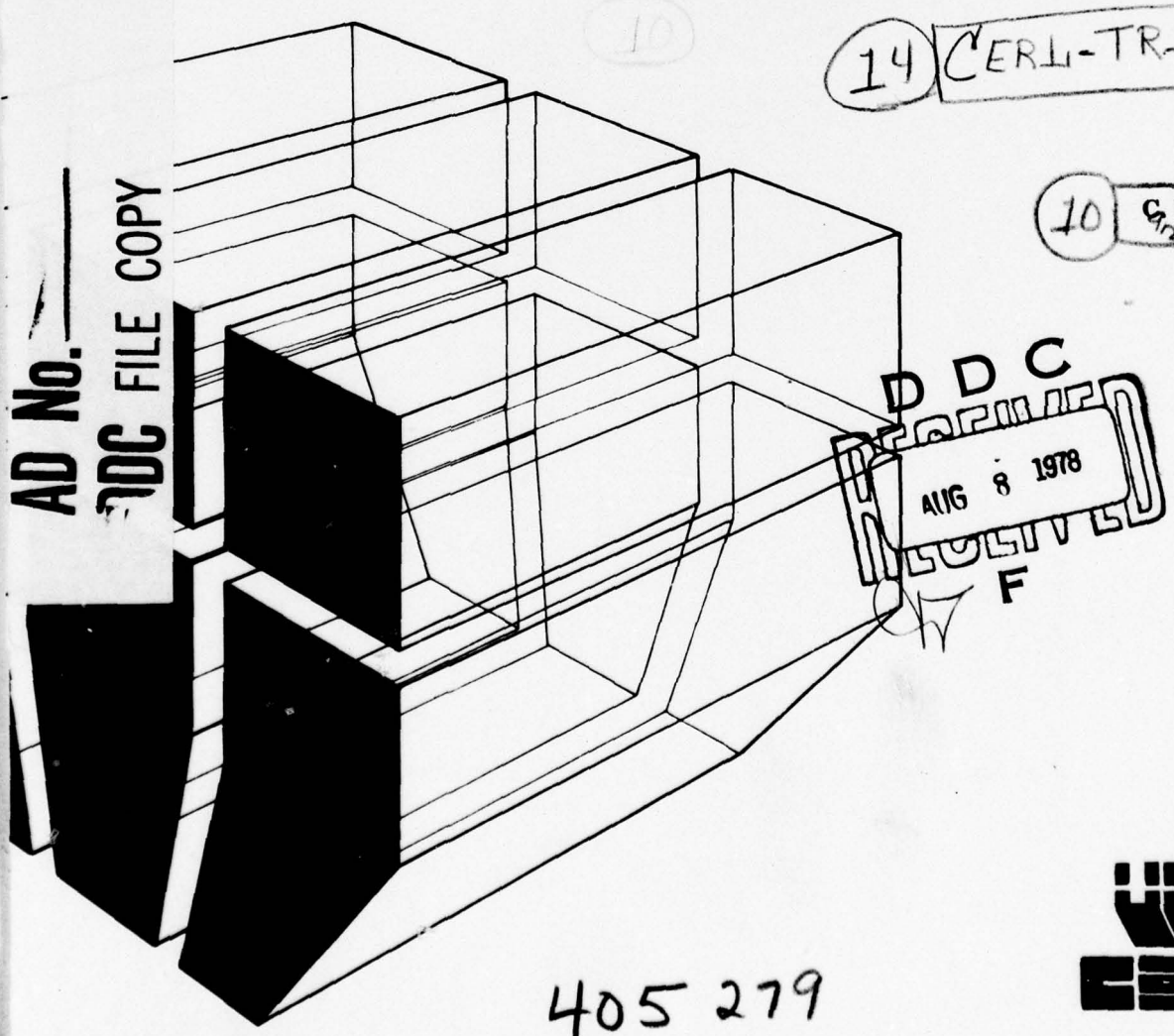
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The U.S. Army Construction Engineering Research Laboratory (CERL) has developed a model for analyzing alternative organizational locations of performance centers such as Division, District, field, or project offices. The model, called the Real Estate Model of Activity Performance (REMAP), uses computer-aided techniques to generate the annual workload of each performance center based on a selective assignment of real estate activity locations to that center and to create visual displays of those assignments in the form of maps.

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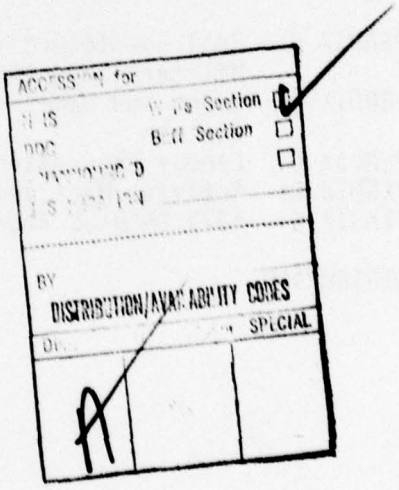
This report describes the REMAP methodology and the results of specific applications of REMAP in the evaluation of eight alternative organizational assignments. The evaluations compare relative differences in dollar and manpower requirements for the performance of real estate activities by various performance centers. These analyses were based on FY75 data for the real estate activities of Project Planning, Acquisition (Pre- and Post-Condemnation), Inleasing, Outgranting, Disposals, Compliance and Utilization Inspections, and Relocation Assistance.

FOREWORD

This study was performed for the Office of the Chief of Engineers (OCE), Directorate of Real Estate (DAEN-RE) under the O & MA Program, Work Unit Title, "Real Estate Organization Study." The OCE Technical Monitor was Mr. E. W. Merli (DAEN-REP). Mr. L. L. Pitchford, Jr., Chief, DAEN-REP, provided additional guidance.

The work was performed by the Facility Systems Division (FS), U.S. Army Construction Engineering Research Laboratory (CERL). Mr. C. P. Altheide was the Principal Investigator. Mr. E. A. Lotz is Chief of FS.

COL J. E. Hays is Commander and Director of CERL and Dr. L. R. Shaffer is Technical Director.



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REAL ESTATE ORGANIZATION ANALYSIS USING THE REAL ESTATE MODEL OF ACTIVITY PERFORMANCE (REMAP) EVALUATION PROCEDURES

1 INTRODUCTION

Background

In August 1973, the Deputy Chief of Engineers directed that a study be made to identify and evaluate field organizational alternatives for the period 1975 to 1980. That study was designed to select field organization options which provide solutions to problems associated with workload imbalances, user relationships, geographical distribution of work, funding and manpower implications, relationships between Federal regional centers and state and local interests, and time and distance factors as they affect management.

In February 1975, the Directorate of Real Estate (DAEN-RE) requested that an in-house study be made of the geographical boundaries of the Corps' field offices having real estate responsibilities. The study was to establish the best and most efficient way in which to handle the DAEN-RE mission for the Corps. The guidelines for the study indicated that the efficiency and economy of the DAEN-RE mission were to be the primary concerns and that real estate service to the Air Force and Army would improve if this primary objective were obtained. The problem identified by DAEN-RE was that overlapping geographical areas of responsibility, workload imbalances, inconsistent manpower utilization, and excessive travel time and expense were detrimentally affecting the overall performance of the DAEN-RE mission.

The major element of the problem identified by DAEN-RE is that civil works, military construction, and real estate activities have different boundaries. Traditionally, real estate boundaries have essentially followed civil works and military construction lines. When changes have been made in these organizations, DAEN-RE has changed its boundaries accordingly. As an example of the problems so created, the Omaha District of the Missouri River Division (MRD) currently has a real estate field office in Chicago, where the North Central Division (NCD) office and its Chicago District office are also located. The Chicago District is a civil works District; the military real estate activities in that area are handled by Omaha. Other similar situations also exist.

The distances from offices to activity locations are another element of the problem. The Omaha District is again a good example. MRD boundaries for military real estate activities extend from Idaho in the west to the Ohio state line in the east. The north-south boundaries are also

quite expansive. In contrast, a considerable number of real estate District offices are located within a 250-mile (400-km) radius of Memphis: St. Louis, Nashville, Little Rock, and Vicksburg. The extensive TDY travel time and expenses required for longer distances affect manpower utilization.

A third factor is the relationship that a real estate office has with its users--the people with whom negotiations are conducted, the owners of property, and the Government employees that are being transferred. The office also coordinates and works with state and local governments and other Federal agencies. Established rapport is invaluable, and activity reassignment may adversely affect this rapport.

In the spring of 1975, the U.S. Army Construction Engineering Research Laboratory (CERL) proposed that revised real estate boundaries for the field offices be analyzed using computer techniques.

Purpose

The purpose of this study was to develop a model of CONUS real estate activities in order to provide DAEN-RE with a management tool for evaluating various organizational alternatives. The purpose of this report is to summarize the resulting Real Estate Model of Activity Performance (REMAP) evaluation procedures, provide results of analyses of specific organizational alternatives selected by DAEN-RE, and recommend additional organizational analyses to be done by DAEN-RE on an ongoing basis.

Approach

REMAP procedures were devised to permit DAEN-RE management to evaluate specific "what-if" situations on a special case basis and to evaluate alternative reassignments of real estate activities on an overall basis. Originally the model was designed to analyze the Acquisition (Pre- and Post-Condemnation) activities; it was subsequently revised to include additional real estate activities of Project Planning, Inleasing, Outgranting, Disposals, Compliance and Utilization Inspections, and Relocation Assistance. Chapter 2 describes the REMAP methodology. The model was validated using FY75 data and then applied to eight assignments of FY75 activity workloads to various performance centers. Chapter 3 describes these evaluations. Based on the experience gained with REMAP in these evaluations, recommendations for additional analyses were developed (Chapter 4).

General Description of REMAP

REMAP is a management model for analyzing alternative organizational locations of performance centers, such as Division, District, field, or

project offices. The procedures involve computer and manual techniques for conducting comparative analyses of real estate activity assignments and are dependent on the locations--actual or proposed--of real estate activities and offices throughout CONUS. The analyses compare relative differences in dollar and manpower requirements for the performance and administration of real estate activities by various performance centers. REMAP uses computer-aided techniques to generate the annual workload of each performance center based on a selective assignment of activity locations to that center and to create visual displays of those assignments in the form of maps.

The computer programs in REMAP are written in FORTRAN extended for Control Data Corporation (CDC) 6000 series computers and are currently installed on a CDC 6700 computer. Programs may be accessed in either interactive or batch mode. The job control language is SCOPE 3.4.2; source code is available on computer cards or magnetic tape. Inquiries about the availability of the program listings, source code, system documentation, and the *REMAP User's Manual*[1] should be addressed to U.S. Army, Office of the Chief of Engineers, Directorate of Real Estate (DAEN-RE), Washington, DC 20314.

Mode of Technology Transfer

The REMAP evaluation procedures were developed for use by DAEN-RE as an in-house management tool. The computer program listings, source codes, and system documentation have been turned over to DAEN-RE along with the *REMAP User's Manual*. Input data for the computer programs must be extracted from the Real Estate Master Files maintained by the Engineer Data Processing Center (EDPC) and from quarterly reports submitted on ENG Forms 4564 and 1685. Division- and District-level evaluations of activity performance using the REMAP evaluation procedures require access to these input data; i.e., to appropriate subsets of the data resident on the Real Estate Master Files. Requests for evaluations of alternative organizational locations of performance centers should be made through DAEN-REP. The *REMAP User's Manual* is also available through DAEN-REP upon request. The REMAP evaluation procedures do not impact current Army or Engineer Regulations.

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[1] C. P. Altheide, *Real Estate Model of Activity Performance (REMAP) User's Manual*, Technical Report, P-89 (U.S. Army Construction Engineering Research Laboratory [CERL], 1978).

2 REMAP METHODOLOGY

Overview of System

The REMAP evaluation procedures involve both computerized and manual techniques. The methodology basically consists of accessing an automated data processing (ADP) data base for a real estate activity, retrieving workloads and places of activity performance for a given time frame from this data base, and then identifying the latitude and longitude of each CONUS real estate activity and each actual and/or potential office location. Based on the user's criteria, activity locations are assigned to selected office locations. The costs and manpower required for that office to perform the activity workload at the assigned locations are then calculated using the computerized routines in REMAP. Performance costs and manpower requirements for a given assignment are compared with the existing assignment to ascertain potential performance savings. In addition, if the original number of office locations is changed, total requirements for administrative dollars and manpower will also change. The user calculates these administrative differences manually based on the choice of office locations. Adding the performance savings and administrative savings, if any, gives the total activity savings for the new assignment. Distinct real estate activities must be analyzed individually for each assignment, but activity savings can be added to give total savings on a Corps-wide basis. Alternative assignments may then be compared with respect to total savings.

The DAEN-RE activities which can be analyzed are Project Planning, Acquisition (Pre- and Post-Condemnation), Relocation Assistance, Inleasing, Outgranting, Disposals, Utilization, and Compliance. Appendix A describes these activities and defines the workload units of measurement used for this report. Alternatives for assignment of activities to actual or proposed performance centers that may be considered include: (1) the existing assignment of all activities to the current real estate performance centers, (2) reassignment of all activities to the closest current real estate performance center, (3) reassignment of all activities to the closest performance center in a modified list of centers, (4) reassignment of all activities at one or more performance centers to the closest remaining offices, without reassigning workloads in these other offices. Since the analysis of a reassignment of all activities is just the collective analysis of each activity individually, partial reassignments of a group of activities can also be analyzed with respect to each of the above assignments, e.g., a group of activities performed by only one organizational element.

Techniques for retrieving the appropriate data for each activity are discussed in the *REMAP User's Manual*. Basically, the DAEN-RE activity master files at EDPC must be accessed and the data for the desired fiscal year extracted. A data file of latitudes and longitudes for those activity locations represented in the master file must be created

and merged with the newly created subset of the master file. A computer program, MAPDATA, performs this merger, generates a list of unmatched activity locations, and stores the coded names of the three offices (from a user-defined list) closest to the activity location and the respective distances between the location and the offices. The user must identify the latitude and longitude of the unmatched activity locations, update this information to the file, and rerun MAPDATA. Storage of the three closest offices allows subsequent analyses involving the deletion of some cities from the original list to be performed without rerunning MAPDATA.

A second computer program, MAP, uses the output of MAPDATA to calculate and print expected workload totals for each city in the list of selected performance centers. The original list of performance centers consists of those cities with existing real estate activity performance capability. Appendix B contains the codes and names of the 29 cities considered for purposes of this report as having this capability. The total includes 27 District offices and two Division offices (North Central and New England). Division totals for groups of cities are also calculated based on the user's coding system for such groups. A visual aid in the form of a map of the activity locations is displayed to permit determination of regions in CONUS where the activity level is of high density. Figure 1 illustrates a map of the Inleasing activity for FY75. Each character printed represents a location in CONUS where at least one lease was acquired or renewed in FY75. The alphabetic character is the code for the Division office which had jurisdiction over the negotiation of that lease. Figure 2 illustrates a map of these same Inleasing activity locations reassigned to the closest of the 29 performance centers. Again the code for the corresponding Division office is printed.

The computerized procedures in REMAP have been simplified for easy interactive use. After the data files are created, the user simply varies parameters to evaluate an activity assignment. An interactive program called PROFILE has been developed to provide this simplicity. However, the programs can also be run in a BATCH mode. Details of the operating procedures are explained in the *REMAP User's Manual*. After PROFILE has completed its execution, the maps and workload totals with expected dollar and manpower requirements to perform the activity for that assignment are printed. This process is then repeated to evaluate an alternative assignment for the same activity, or the same assignment for a different real estate activity. Results of analyzing specific activity assignments are given in Chapter 3.

Performance Analysis

Once PROFILE has completed its execution and the complete totals for the chosen assignment have been retrieved, the analysis of the activity performance for that assignment is compared with the performance of the

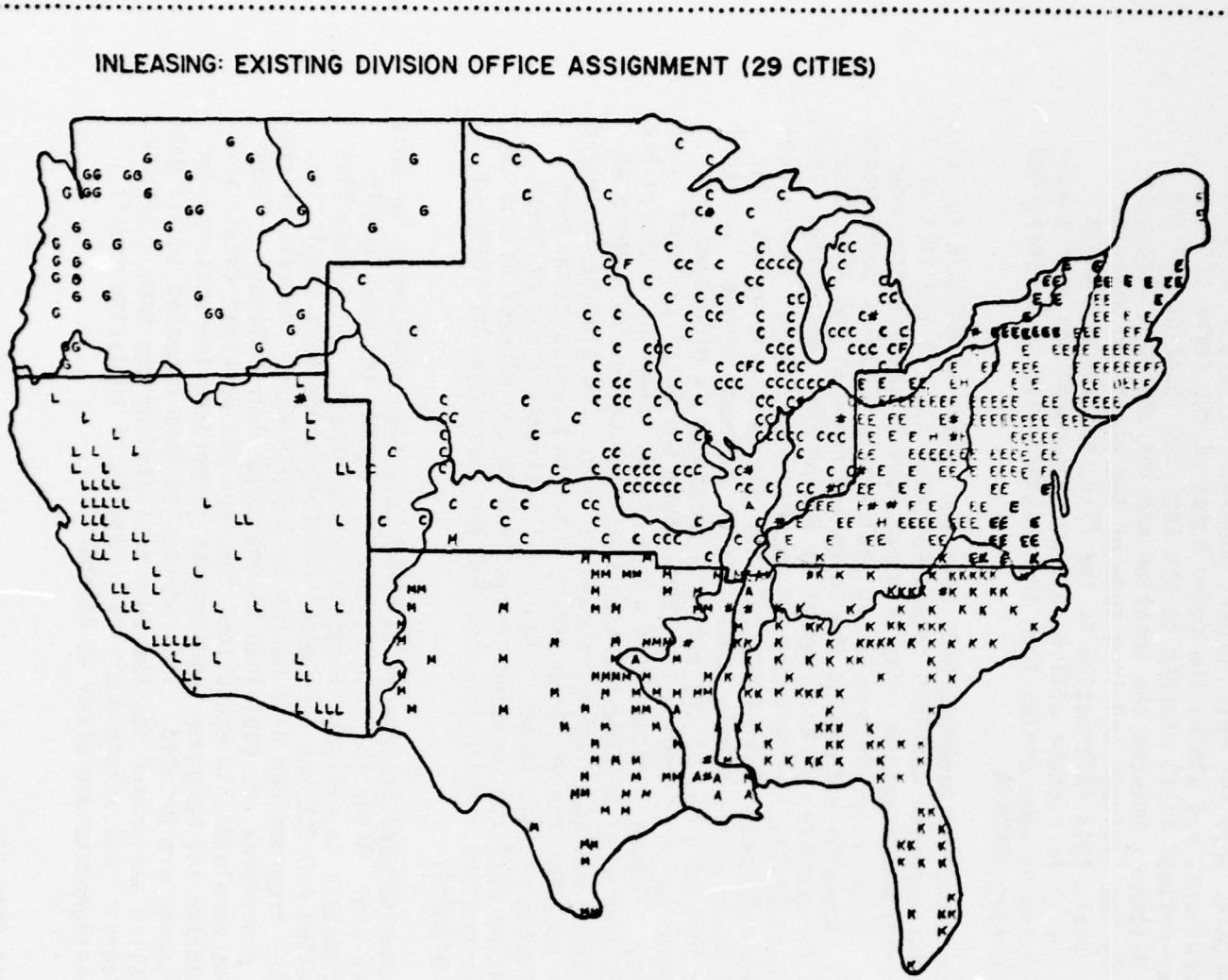


Figure 1. Map of Inleasing activity locations for FY75.

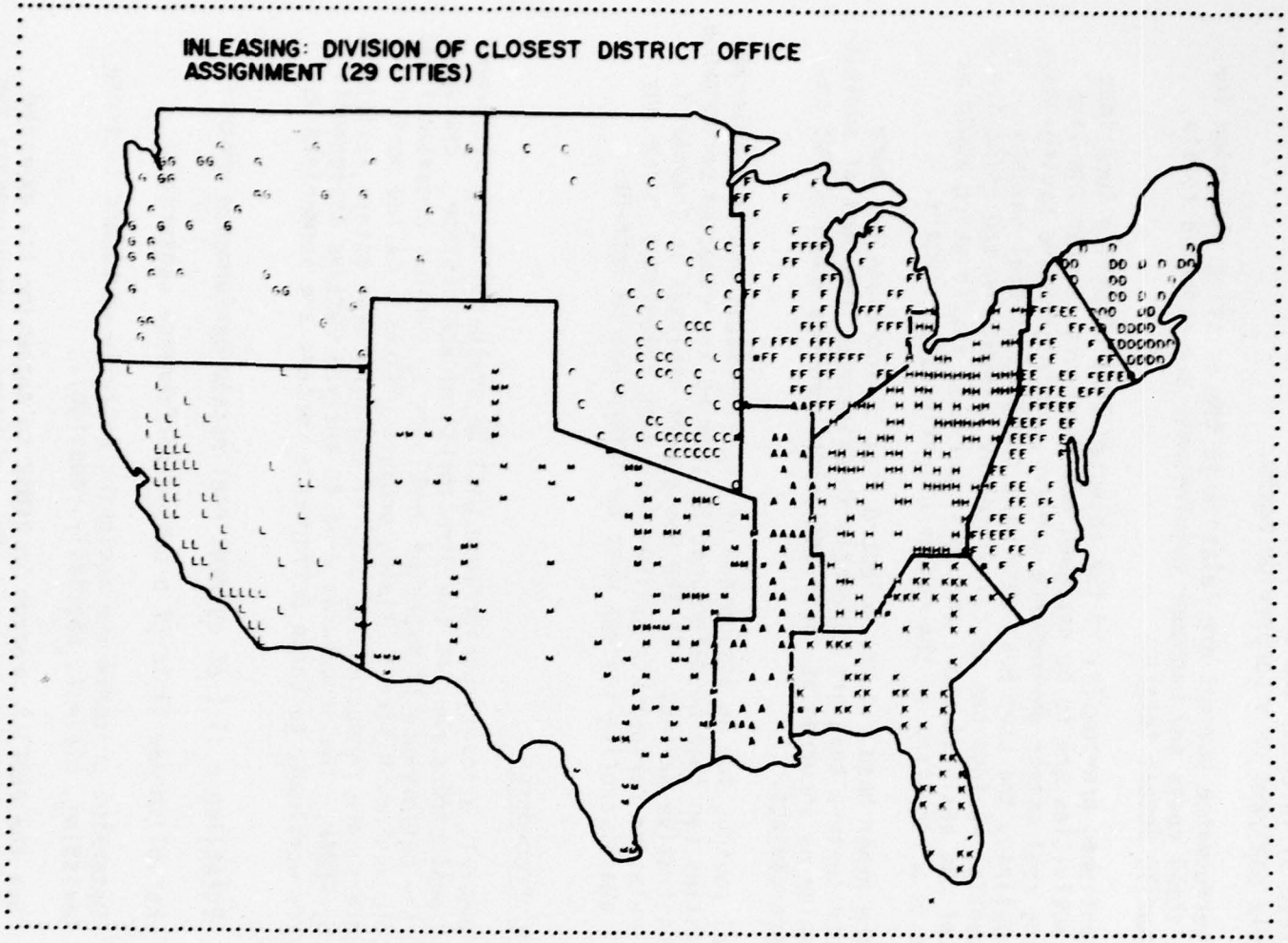


Figure 2. Map showing reassignment of Inleasing activity locations to closest existing performance center.

existing assignment. Differences are identified as potential gains or losses; these differences are added when that assignment is being collectively analyzed on a Corps-wide basis.

Any performance savings are relative to the existing situation for which the total costs and manpower requirements are expected totals, not necessarily actual totals.

As mentioned previously, if the selected list of office locations to which activities are to be assigned has fewer cities than the list of existing real estate performance centers, administrative savings may also be possible; the user must determine these additional savings. These potential savings can be calculated by determining the effective salaries of the administrators and their personal staffs which would be saved due to a reduction in the number of performance centers.

On the other hand, if the selected list of locations has more performance centers than are currently in existence, the cost of administrative salaries incurred at those additional centers would offset any performance savings.

Total savings for an assignment of activity locations to a selected list of cities can then be determined by summing the expected performance and administrative savings. In the assignment analyses in Chapter 3, only the relative performance savings have been calculated, since any potential administrative savings must be determined by DAEN-RE.

Summary of Procedures

In general, activity performance will be evaluated using different organizational structures for the Directorate of Real Estate. Evaluations of the performance of expected workloads by various organizational elements (Division, District, field, project offices), called performance centers, are conducted for each of the nine real estate activities covered by REMAP. The procedures used to analyze various assignments of activity workloads to these performance centers are summarized as follows:

1. Establish a list of current real estate performance centers.

2. Establish new lists of proposed performance centers.

3. Determine criteria for assigning activity workloads to those centers (existing, closest, partially reassign).

4. Use the PROFILE program in REMAP to determine the expected activity workloads, performance costs, and manpower requirements for the selected assignments.

5. Determine potential administrative savings for the selected assignments.

6. Compare total savings in performance and administration for each activity, for all activities together, and for all selected assignments.

7. Choose the reassignment of activity workloads which will establish an organizational structure which improves the economy and efficiency of the DAEN-RE mission.

3 EVALUATION OF SPECIFIC ASSIGNMENTS

Several assignments of activity workloads to various performance centers were evaluated for the nine real estate activities. The data used for these evaluations came from the Real Estate Activity Master Files at EDPC. Only FY75 data were retrieved and analyzed using the REMAP evaluation procedures. As explained in the *REMAP User's Manual*, system parameters were determined for each activity. Since the results of the evaluations are based on these system parameters, the assumptions used to derive them will be explained.

System Parameters

District offices submit actual workload units and costs to perform activities to DAEN-RE on ENG Form 4564. The number of personnel which would be equivalent to the total man-hours worked on these activities is reported on ENG Form 1685. Currently, a cost per unit for an activity is derived for each District, each Division, and the Corps as a whole by dividing the total actual dollars by the total actual units. Use of a cost per unit developed in this way for predicting future work and evaluating performance assumes that if there were no units performed, there would be no costs. This is not true, however, since dollars are expended just to provide the capability to accomplish an activity. To determine this capability cost for each activity, a plot of data points of dollars spent by each District versus workload units was developed; the best fitting straight line that represents these data points was found using a linear regression analysis. Figure 3 is an example of such a plot for the Acquisition (Pre-Condemnation) activity using FY75 data. The intersection of the straight line with the dollar axis indicates the approximate annual fixed cost per office, i.e., the expected annual cost necessary for a real estate performance center to have the capability of performing an activity. Fixed costs will be incurred for each established office--the fewer offices, the lower the fixed costs.

The total of the performance costs for an activity incurred by each office is the sum of the capability costs plus a variable cost:

TOTAL DOLLARS = FIXED DOLLARS + (DOLLARS PER UNIT) X (NO. OF UNITS).

The variable cost is generated by using the slope of the best fitting line, which represents the cost per unit for an office to accomplish an activity. Multiplying this cost per unit by the number of units gives the variable cost. Figure 4 and the following equation illustrate the use of the Acquisition (Pre-Condemnation) system parameters to estimate the cost of performing 250 workload units.

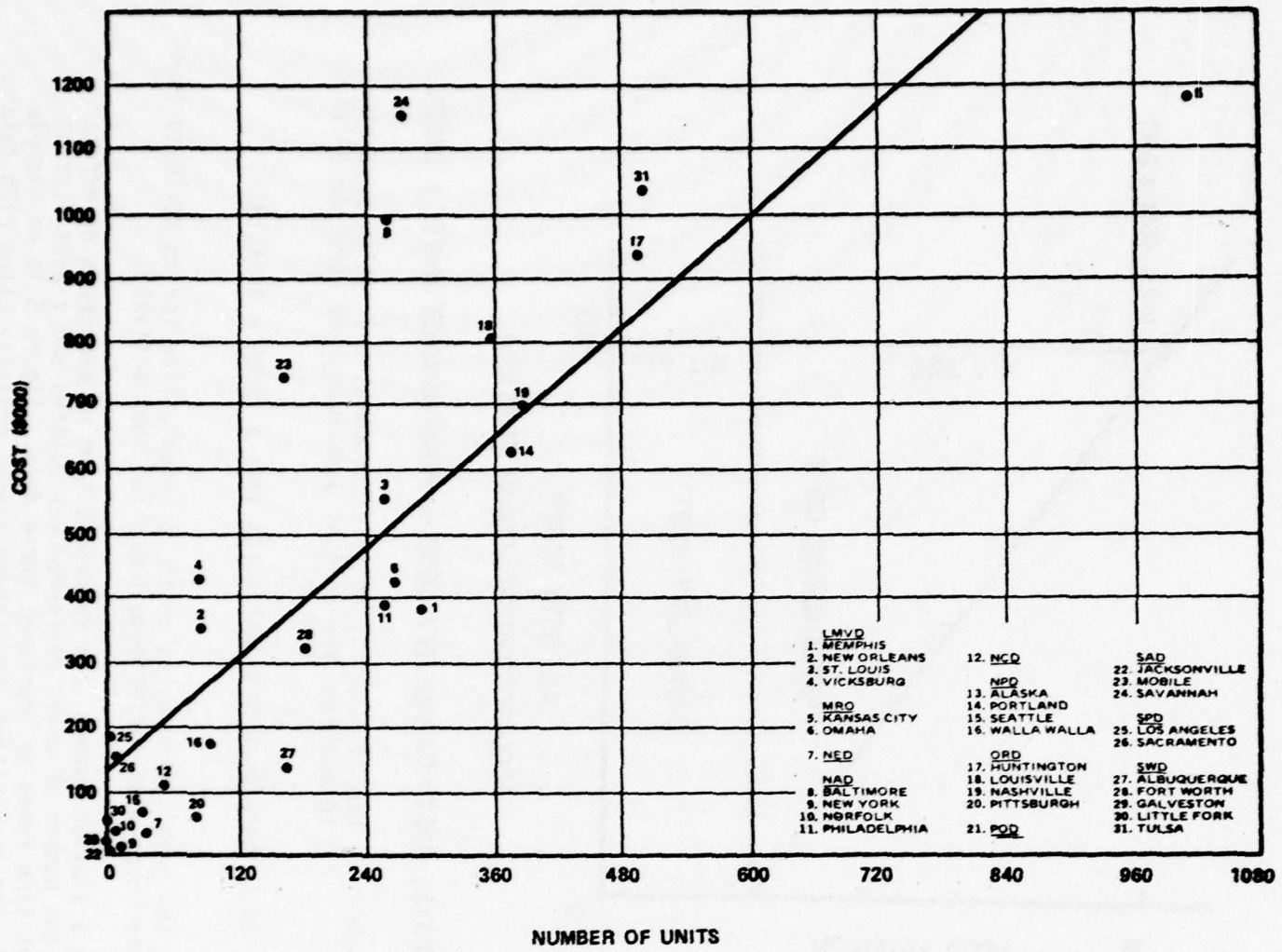
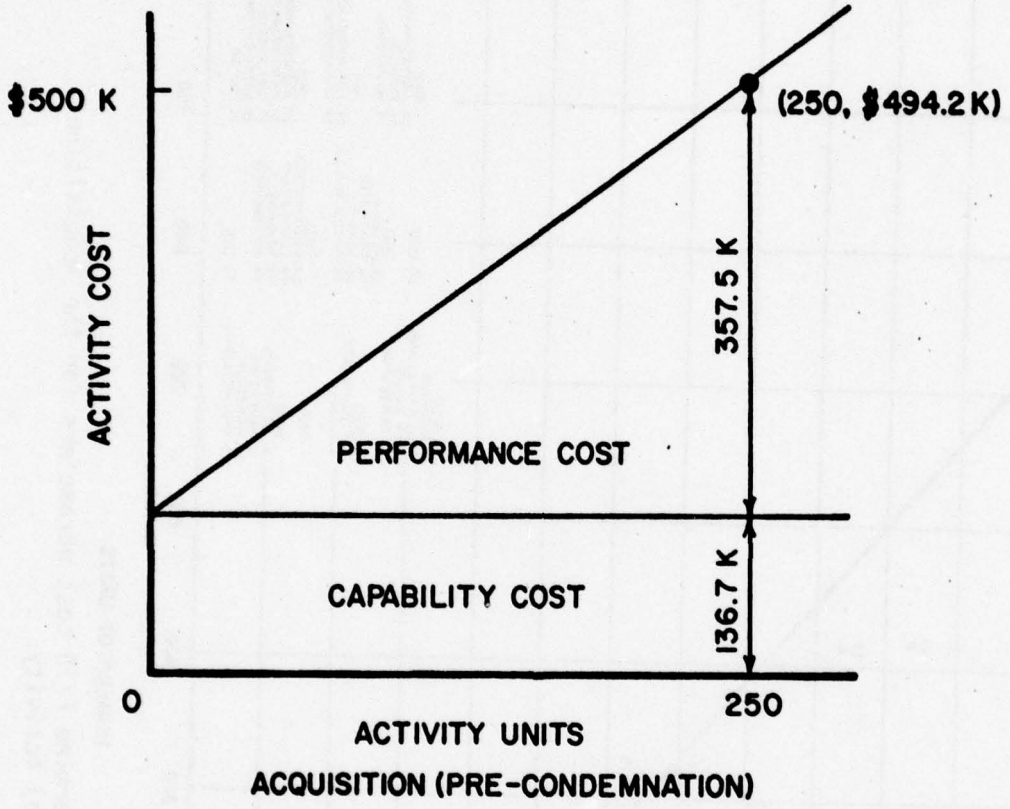


Figure 3. Plot used to determine FY75 cost parameters for the Acquisition (Pre-Condemnation) activity.



TOTAL COST = CAPABILITY COST + PERFORMANCE RATE x UNITS

Figure 4. Use of Acquisition (Pre-Condemnation) system parameters to estimate the cost of performing 250 workload units.

TOTAL DOLLARS = $136,688 + ($1,430) X (250) = $494,188.

Summing the total performance costs for each office for an activity then gives the Corps-wide performance costs for that activity.

In a similar manner, the representation of man-years of effort versus the number of units performed was plotted and a best fitting straight line found to represent these data. Figure 5 is an example plot for the Acquisition (Pre-Condemnation) activity using FY75 data from the ENG Forms 4564 and 1685. The intersection of this line with

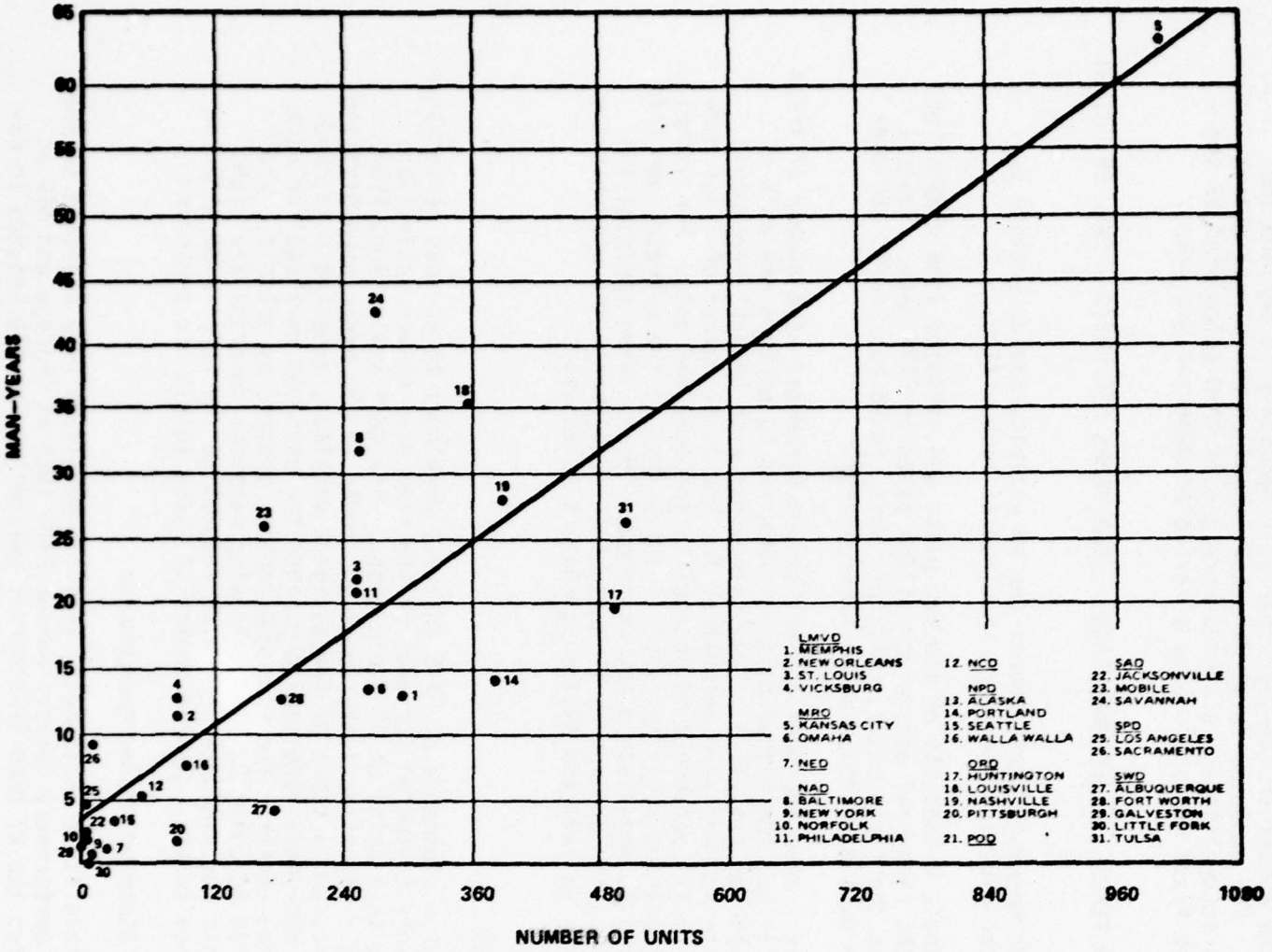


Figure 5. Plot used to determine FY75 manpower parameters for the Acquisition (Pre-Condemnation) activity.

the vertical axis represents the fixed number of man-years required to provide the capability of performing an activity. The slope of this line is the number of man-years per unit necessary to perform the activity. The expected total man-years required for a real estate office to accomplish its assigned workload is then calculated as the sum of the fixed man-years plus a variable number of man-years:

TOTAL MAN-YEARS = FIXED MAN-YEARS + (MAN-YEARS PER UNIT) X (NO. OF UNITS).

Corps-wide manpower requirements for an activity are determined by summing the expected man-years required at each office.

Appendix C consists of the two plots and straight line graphs for each of the nine real estate activities based on FY75 data. Table 1 summarizes the fixed costs, costs per unit, fixed man-years, and man-years per unit determined using these graphs.

Table 1 also includes another system parameter--the number of trips per unit (i.e., the number of trips required to perform one unit of workload for an activity). From interviews with DAEN-RE personnel, approximate numbers were determined for the total number of trips made per year by all personnel to accomplish the workload unit. For example, for the Inleasing activity, Table 1 shows that on the average, one trip is required to negotiate a new or renewed lease. When applying the REMAP evaluation procedures to analyze an assignment, the user has the flexibility to vary the system parameters as desired.

Assignments

Eight assignments of FY75 activity workloads to various performance centers were evaluated for each of the nine real estate activities, resulting in a total of 72 evaluations. For each evaluation, REMAP generated a map of activity locations coded by the associated Division assignment, and a table of the assigned workload, expected cost, and expected man-years required to perform the assigned workload for each performance center. The maps and tables, grouped by activity, are included in Appendix D. The following sections describe the eight assignments and evaluate them with respect to the Corps-wide expected performance totals. Matrix charts of these totals are presented.

Existing District Office Assignments

In this first assignment, activity workloads were assigned to the existing performance centers during FY75 (NCD at Chicago and NED at Boston plus the 27 DAEN-RE District offices). The $19,565,985 in expected performance costs and the 776.35 man-years required to perform the activity workloads by these 29 offices are listed by activity in

Table 1

System Parameters Based on FY75 Data

Activity	Fixed Costs	Costs Per Unit	Fixed Man-Years	Man-Years Per Unit	Trips Per Unit
Project Planning	31,161	657	1.10	.030	10.00
Acquisition (Pre-Condemnation)	136,688	1,430	3.63	.058	3.00
Acquisition (Post-Condemnation)	30,851	622	.33	.029	3.00
Inleasing	10,650	239	.27	.014	1.00
Outgranting	9,056	182	.05	.010	.25
Disposals	6,394	161	.75	.007	1.00
Utilization	3,612	58	.24	.002	.10
Compliance	6,369	10	.26	.0003	.20
Relocation	19,960	310	1.40	.022	2.00
TOTALS	244,714		8.03		

Table 2. All other assignments were essentially compared against this one for purposes of determining potential performance savings.

Closest District Office Assignment

In this assignment, activity locations were assigned to the closest performance center in the list of 29 cities. The expected performance costs for this assignment were $18,643,482, with a man-year requirement of 759.89. These figures represent a potential performance savings of $922,503 and 16.46 man-years, respectively. Table 3 presents the breakdown of total costs and manpower by activity.

Closest Division Office Assignment

Activity locations were assigned to the closest of the 10 cities in which there is a real estate Division office. In this assignment, capability costs were reduced considerably, since there would be only 10 performance centers. Travel costs increased, however, since the distances from these centers to activity locations would increase. The Corps-wide performance costs for this assignment are expected to be only $16,160,988, requiring 647.94 man-years to perform the workloads. This results in potential reductions of $3,404,997 and 128.41 man-years. Table 4 lists the totals per activity for this assignment.

Closest Division Office and Denver Assignment

In this assignment, Denver was added to the list of 10 Division cities; assignments of activity locations were made to the closest of the 11 cities. Denver was given the division code NØ for purposes of the associated maps in Appendix D. The expected costs and man-years required for 11 performance centers to handle the workload are $16,158,499 and 651.68 man-years. These figures represent minor changes over the figures obtained using only the 10 performance centers. The reduction in travel costs and time because of the eleventh city is offset by the $244,714 increase in fixed costs (see Table 1) and 8.03 fixed man-years required to establish a real estate capability at Denver. The expected totals for each activity are listed in Table 5.

Proposed Assignment by State Boundaries

In September 1973 the DAEN-RE offered an alternate proposal to the OCE Field Organizational Study Group with the following main objectives:

"a. To establish a single set of boundaries for civil works, military construction, and real estate.

b. All Divisions should be responsible for civil works, military construction, and real estate actions.

Table 2

Breakdown of Expected Dollars and Man-Years
for Existing District Office Assignment

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,678,929	67.38
Acquisition (Pre-Condemnation)	12,019,768	432.01
Acquisition (Post-Condemnation)	1,171,900	36.97
Inleasing	893,922	42.19
Outgranting	1,139,136	49.61
Disposals	503,401	35.70
Utilization	651,398	25.81
Compliance	540,261	18.21
Relocation	967,270	68.47
TOTALS	19,565,985	776.35

Table 3

Breakdown of Expected Dollars and Man-Years
for Assignment to Closest District Office

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,516,265	64.77
Acquisition (Pre-Condemnation)	11,755,475	427.58
Acquisition (Post-Condemnation)	1,158,466	36.46
Inleasing	749,434	39.37
Outgranting	1,104,101	48.93
Disposals	444,858	34.61
Utilization	601,882	24.93
Compliance	367,252	15.05
Relocation	945,749	68.12
TOTALS	18,643,482	759.82

Table 4

Breakdown of Expected Dollars and Man-Years
for Assignment to Closest Division Office

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,360,222	51.77
Acquisition (Pre-Condemnation)	10,146,481	378.64
Acquisition (Post-Condemnation)	853,220	31.56
Inleasing	696,223	37.09
Outgranting	964,914	48.44
Disposals	383,881	21.78
Utilization	588,411	21.37
Compliance	515,679	14.50
Relocation	651,957	42.79
TOTALS	16,160,988	647.94

Table 5

Breakdown of Expected Dollars and Man-Years
for Assignment to Closest Division Office With Denver

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,309,167	51.51
Acquisition (Pre-Condemnation)	10,208,778	380.86
Acquisition (Post-Condemnation)	864,856	31.69
Inleasing	674,206	36.78
Outgranting	971,475	48.46
Disposals	385,119	22.44
Utilization	581,162	21.42
Compliance	492,472	14.33
Relocation	671,264	44.19
TOTALS	16,158,499	651.68

c. In so far as possible, all Division boundaries should be established along state boundaries."[2]

Under the DAEN-RE proposal (see Appendix E), there would have been eight Divisions and 19 Districts. Since Honolulu and Alaska were included in that proposal but are outside CONUS, activity locations in this study were assigned to only 17 cities based on the proposed state boundaries. Appendix B includes the codes and names of the proposed Division and District offices. In 1973, DAEN-RE could not break out the workload for any of the proposed boundaries. This has now been accomplished using the REMAP evaluation procedures. The breakdown of workload by performance center for each activity and the maps of activity locations are included in Appendix D, which groups all the assignments by activity. Table 6 lists the expected totals for this assignment on a Corps-wide basis for each activity. The total expected cost of $18,226,887 is a reduction of $1,339,098 from the existing assignment, but this reduction is not as great as the potential savings in the closest Division assignment.

Assignment to the Closest City in the Proposal by State Boundaries

Using the 17 performance centers in the DAEN-RE proposal, activity locations were reassigned to the closest city. Obviously, travel expenses are reduced since distances are shorter, and capability costs remain the same since the number of cities is unchanged. However, the $16,478,181 in expected costs is a considerable reduction from that of the proposed assignment by state boundaries; this figure represents more than $3 million potential savings from the existing assignment. Table 7 presents the breakdown by activity.

Reassign Boston and Chicago Workloads Only

In this assignment, the workloads of NED at Boston (B) and NCD at Chicago (C) were reassigned to the closest city of the 27 real estate District offices. The 27 remaining performance centers maintained their existing FY75 workload in this evaluation. The workload at Boston was completely reassigned to New York, which is the closest city. The Chicago workload was distributed between Omaha, St. Louis, Louisville, and Pittsburgh. Travel costs are slightly increased, but the reduction in capability costs for the two offices more than compensates; the overall result is a potential performance savings of about $367,297. Table 8 breaks down the total expected costs of $19,198,688 and 761.52 required man-years into the expected totals for each activity.

[2] Memorandum from DAEN-REZ-A to Chairman, Field Organization Study Group, Subject: Organizational Study of CE Field Structures (5 September 1973).

Table 6

Breakdown of Expected Dollars and Man-Years
for Assignment by State Boundaries

Activity	Expected Dollars	Expected Man-Years
Project Planning	2,146,374	61.17
Acquisition (Pre-Condemnation)	10,920,644	397.74
Acquisition (Post-Condemnation)	1,026,856	34.51
Inleasing	738,858	38.49
Outgranting	1,030,464	49.01
Disposals	434,186	26.87
Utilization	608,054	22.93
Compliance	463,833	15.09
Relocation	857,618	54.04
TOTALS	18,226,887	699.85

Table 7

Breakdown of Expected Dollars and Man-Years
for Assignment to Closest City in State Assignment

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,320,720	54.71
Acquisition (Pre-Condemnation)	10,353,498	388.19
Acquisition (Post-Condemnation)	950,648	33.04
Inleasing	675,355	37.21
Outgranting	1,014,300	48.51
Disposals	398,617	26.14
Utilization	575,439	22.35
Compliance	414,756	13.49
Relocation	774,848	52.64
TOTALS	16,478,181	676.28

Table 8

Breakdown of Expected Dollars and Man-Years
for Reassignment of Boston and Chicago Workloads Only

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,723,187	67.40
Acquisition (Pre-Condemnation)	11,756,530	424.92
Acquisition (Post-Condemnation)	1,143,962	36.18
Inleasing	867,274	41.33
Outgranting	1,120,056	49.49
Disposals	484,537	33.43
Utilization	644,255	25.33
Compliance	530,961	17.76
Relocation	927,926	65.68
TOTALS	19,198,688	761.52

Closest Assignment Without Boston and Chicago

All activity locations were assigned to the closest of the 27 real estate District offices without considering Boston (B) and Chicago (C) as performance centers. Compared to the previous assignment, this reflects a further reduction of $839,640 in performance costs; the capability costs are unchanged. The expected cost of $18,359,048 is even less than that for the closest Division office assignment. Table 9 lists the breakdown of expected totals for each activity for this assignment.

Discussion

Significant differences in the expected costs and manpower required to perform the real estate activities have occurred in the evaluations of these eight assignments, which are just a few of the many possible assignments. Tables 10 and 11 summarize the results of the 72 cases for expected dollars and man-years, respectively. The major differences occur in the Acquisition (Pre-Condemnation) activity, which comprises about 60 percent of the workload.

Decreasing the number of performance centers from 29 to 10, 11, 17, or 27 yields potential savings in the capability costs; however, the fewer cities considered, the larger the costs to perform the activities, since travel expenses and time are increased. Whether 6, 10, 13, 17, 21, or 27 centers yield the most savings depends on which cities are selected. The potential $3.4 million savings in performance costs is significant enough to make further analyses worthwhile. The results suggest that a reduction in the number of performance centers be carefully considered.

However, one fiscal year of data is not enough to establish trends. Workload requirements can change drastically each fiscal year, and performance centers must maintain some flexibility to handle these changes. The REMAP evaluation procedures can assist management in determining trends. As successive fiscal years of data are evaluated, each existing performance center can be studied to determine whether some or all of its real estate activities should be reassigned. For each activity, the scheduled and actual dollars expended by each performance center can be compared with the expected costs using the existing office assignment, the closest office assignment, and the partial reassignment of that performance center's expected workload to the next closest office. Similar analyses could be evaluated at the Division/District level by considering reassignment of activity workloads to a small number of selected performance center locations.

Table 9

Breakdown of Expected Dollars and Man-Years
for Assignment to Closest Performance Center
Without Boston and Chicago

Activity	Expected Dollars	Expected Man-Years
Project Planning	1,577,297	65.69
Acquisition (Pre-Condemnation)	11,502,217	420.73
Acquisition (Post-Condemnation)	1,117,279	35.81
Inleasing	750,491	39.25
Outgranting	1,088,276	48.87
Disposals	438,176	33.16
Utilization	602,626	24.60
Compliance	373,415	14.87
Relocation	909,271	65.39
TOTALS	18,359,048	748.37

Table 10

Expected Cost of Real Estate Activities in FY75 for Eight Assignments

Activity / Assignment	Existing District Office	Closest District Office	Closest Division Office	Closest Division Office and Denver	Proposed by State Boundaries	Closest City in Proposals by State	Reassign B&C Only Proposal	Closest Without B&C
Project Planning	1,678,929	1,516,265	1,360,222	1,309,167	2,146,374	1,320,720	1,723,187	1,577,297
Acquisition (Pre-Condemnation)	12,019,768	11,755,475	10,146,481	10,208,778	10,920,644	10,353,498	11,756,530	11,502,217
Acquisition (Post-Condemnation)	1,171,900	1,158,466	853,220	864,856	1,026,856	950,648	1,143,962	1,117,279
Inleasing	893,922	749,434	696,223	674,206	738,858	675,355	867,274	750,491
Outgranting	1,139,136	1,104,101	964,914	971,475	1,030,464	1,014,300	1,120,056	1,088,276
Disposals	503,401	444,858	383,881	385,119	434,186	398,617	484,537	438,176
Utilization	651,398	601,882	588,411	581,162	608,054	575,439	644,255	602,626
Compliance	540,261	367,252	515,679	492,472	463,833	414,756	530,961	373,415
Relocation Assistance	967,270	945,749	651,957	671,264	857,618	774,848	927,926	909,271
Performance Totals	19,565,985	18,643,482	16,160,988	16,158,499	18,226,887	16,478,181	19,198,688	18,359,048
Performance Savings		922,503	3,404,997	3,407,486	1,339,098	3,087,804	367,297	1,206,937

Table 11

Expected Man-Years Required for Real Estate Activities in FY75 for Eight Assignments

Assignment / Activity	Existing District Office	Closest District Office	Closest Division Office	Closest Division Office and Denver	Proposed by State Boundaries	Closest City in Proposal by State	Reassign B&C Only	Closest Without B&C
Project Planning	67.38	64.77	51.77	51.51	61.17	54.71	67.40	65.69
Acquisition (Pre-Condemnation)	432.01	427.58	378.64	380.86	397.74	388.19	424.92	420.73
Acquisition (Post-Condemnation)	36.97	36.46	31.56	31.69	34.51	33.04	36.18	35.81
Inleasing	42.19	39.37	37.09	36.78	38.49	37.21	41.33	39.25
Outgranting	49.61	48.93	48.44	48.46	49.01	48.51	49.49	48.87
Disposals	35.70	34.61	21.78	22.44	26.87	26.14	33.43	33.16
Utilization	25.81	24.93	21.37	21.42	22.93	22.85	25.33	24.60
Compliance	18.21	15.05	14.50	14.33	15.09	13.49	17.76	14.87
Relocation Assistance	68.47	68.12	42.79	44.19	54.04	52.64	65.68	65.39
Performance Totals	776.35	759.82	647.94	651.68	699.85	676.28	761.52	748.37
Performance Savings		16.53	128.41	124.67	76.50	100.07	14.83	27.98

It should be noted that the computer calculations in REMAP only provide performance totals for each activity. The relative differences in expected costs and manpower requirements for different assignments presented here represent differences in the performance of each activity by the personnel who accomplish the units of measurement; the potential savings in fixed costs are savings in capability costs. Administrative or overhead costs are not included. Any administrative and overhead savings incurred by a reduction in administrative personnel because of a reduction in the number of performance centers would be additional savings.

4 CONCLUSIONS AND RECOMMENDATIONS

The REMAP evaluation procedures developed to provide DAEN-RE with a management tool for evaluating various organizational alternatives were validated using FY75 data for the DAEN-RE activities of Project Planning, Acquisition (Pre- and Post-Condemnation), Inleasing, Outgranting, Disposal, Compliance and Utilization Inspections, and Relocation Assistance. The REMAP procedures were applied to analyze eight alternative organizational configurations of DAEN-RE activities. The results signalled options of sufficiently high potential pay-off to suggest that DAEN-RE consider them further. For instance, using historical data (FY75), the option which assigned activity locations to Denver and the 10 cities having real estate Division offices yielded the lowest expected costs and manpower requirements to perform the activity workloads. It can be concluded that REMAP can assist DAEN-RE in its studies of field organizational alternatives.

It is recommended that DAEN-RE implement REMAP in its present form to aid in its analysis of field organizational alternatives through the use of forecasted data. It is also recommended that the REMAP model be modified so that specific alternatives are automatically generated annually by the Real Estate Automated Status Reporting System.

APPENDIX A:

REAL ESTATE ACTIVITY STRUCTURE (CIVIL WORKS, MILITARY, AND OTHER PROGRAMS)

Project Planning

Activity Description

Includes all effort, including contractual services, directly associated with real estate planning during pre- and post-authorization stages. Pre-authorization activities include preparation and review of real estate input to studies (e.g., survey reports and site selection investigations). Post-authorization activities include preparation and review of real estate data for general and feature design memoranda, project master plans, project planning reports, leasehold and similar reports, real estate planning maps, valuation estimates, public and landowner meetings, brochures, and other work incident to project planning. Also includes preparation of attorneys' opinions of compensability incorporated in relocation design memoranda.

Work Unit

The unit of measurement is each report or supplement or compensable interest opinion completed.

Acquisition (Pre-Condemnation)

Activity Description

Includes all effort, including contractual services, directly incident to acquisition of real property and interests therein by purchase, condemnation, donation, exchange, reservation, transfer from other Federal agencies, permit, etc. (except leaseholds and local cooperation agreements), including:

Mapping and Surveying, and Tract Ownership Data: Costs in connection with surveys for real estate purposes (other than boundary); tract ownership data; writing descriptions; and mapping.

Title Evidence: Costs in connection with obtaining title evidence.

Appraising: Appraisal costs (other than for leasing and local cooperation agreements).

Negotiation and Closing: Costs of all negotiations conducted for acquisition of real property or interests therein (except leasehold and

local cooperation agreements) by purchase, donation, exchange, or transfer; closing land purchase cases; title curative work; recording of deeds, etc.; delivery of checks to landowners; negotiating utility relocation agreements; and obtaining rights of entry for construction.

Condemnation - Through Filing of Declaration of Taking (DT): Costs incurred in preparation of condemnation petitions, declarations of taking, and assemblies.

Work Unit

The unit of measurement is each tract completed; i.e., offer accepted, check issued for filing of DT, possession obtained under relocation agreement, transfer, permit, reservation, etc.

Acquisition (Post-Condemnation)

Activity Description

Includes all effort involved in completing condemnation cases (except leaseholds and local cooperation agreements) such as appraisals, court exhibits, preparation for trial, testifying, stipulated settlement proposals, revestment actions, and other assistance to the Department of Justice.

Work Unit

The unit of measurement is each tract - final judgment entered.

Inleasing

Activity Description

All effort, including contractual services, directly involved in acquisition of leaseholds by negotiation, condemnation, or assignment from GSA. Includes ownership data, preparing maps and descriptions, appraisals, negotiations, and related work for new leases; lease suspension agreements; supplemental agreements and renewals; condemnation petitions and declarations of taking; space requests to GSA; and assistance to Department of Justice in leasehold condemnation cases. Also includes preparation of plans, estimates, etc., for initial alterations to leased facilities.

Work Unit

The unit of measurement is each new lease, supplemental lease agreement or renewal, suspension agreement, space assignment, condemnation case filed and extensions thereof, and initial alteration projects by other than lessor.

Relocation Assistance (P.L. 91-646)

Activity Description

Includes all effort incident to providing relocation assistance and advisory services to displaced owners and/or tenants, including processing of applications for relocation payments and processing appeals.

Work Unit

The unit of measurement is each application or appeal processed.

Compliance Inspections

Activity Description

Includes effort incident to performing inspections of property granted to others to assure compliance by grantee with the terms and conditions of the grant, including preparation of reports, determination of vacation of property after expiration of grant, and corrective action as may be indicated.

Work Unit

The unit of measurement is each inspection completed.

Utilization Inspections

Activity Description

Includes all effort incident to performing inspections of real property under Army control to assure proper utilization under applicable regulations. Includes preparation of metropolitan space utilization plans and E O 11954 surveys, as applicable.

Work Unit

The unit of measurement is each inspection completed.

Outgranting

Activity Description

All effort, including contractual services, directly incident to granting or denying the use of real and personal property to others. Includes environmental, historical and archaeological review, survey,

and recommendation; preparation of management plans, screening with other government agencies, advertising or waiver thereof, preparation and distribution of bids, mapping, appraisals, negotiations, preparation and execution of outgrants, renewals, and cancellation or termination documents; approval of development plans and third-party subgrants; responses to requests for use of real or related personal property, approval of cost-share, water supply, or storage and exchange contracts.

Work Unit

The unit of measurement is each new grant or denial thereof, supplemental agreement, renegotiated grant, contract approval, and cancellation or termination instrument.

Disposals

Activity Description

Effort, including contractual services, involved in planning and accomplishing the disposition of real and related personal property by sale, transfer, etc. Includes environmental, historical and archaeological review, survey, and recommendation; preparation of maps, valuation estimates, screening, advertising or waiver thereof, preparation and distribution of bid documents, negotiations, preparation and execution of disposal documents; restoration of leased facilities; responses to requests for disposal of real or related personal property.

Work Unit

The unit of measurement is each disposal transaction completed or denied, identified as:

(1) Predisposal approval (completed approved disposal plan) or denial.

(2) Lease cancelled or terminated.

(3) Disposal tract (by sale, transfer, etc.).

(4) Disposal bid item, e.g., buildings, crops, timber, gravel, etc., or groups of these items if disposed of in a package transaction.

(5) Each disposal tract included in the Report of Excess to GSA or amendments thereto.

APPENDIX B:

CODES AND NAMES OF REAL ESTATE
PERFORMANCE CENTERS

FY75 Real Estate Performance Centers*

AØ	LMVD	HØ	ORD
A1	Memphis	H1	Huntington
A2	New Orleans	H2	Louisville
A3	St. Louis	H3	Nashville
A4	Vicksburg	H4	Pittsburgh
CØ	MRD	KØ	SAD
C1	Kansas City	K3	Jacksonville
C2	Omaha	K5	Mobile
		K6	Savannah
DØ	NED		
D1	Boston	LØ	SPD
		L1	Los Angeles
EØ	NAD	L2	Sacramento
E1	Baltimore		
E3	New York	MØ	SWD
E4	Norfolk	M1	Albuquerque
E5	Philadelphia	M2	Forth Worth
		M3	Galveston
FØ	NCD	M4	Little Rock
F2	Chicago	M5	Tulsa
GØ	NPD		
G2	Portland		
G3	Seattle		
G4	Walla Walla		

*The Division/District codes were revised in FY77. However, the computer-generated maps were based on the data in the Real Estate Master Files prior to the revision. Notice there are no codes for performance centers outside CONUS and that the codes D1 and F2 were used to consider NED and NCD as performance centers as well as Divisions.

1973 Proposed Real Estate Performance Centers

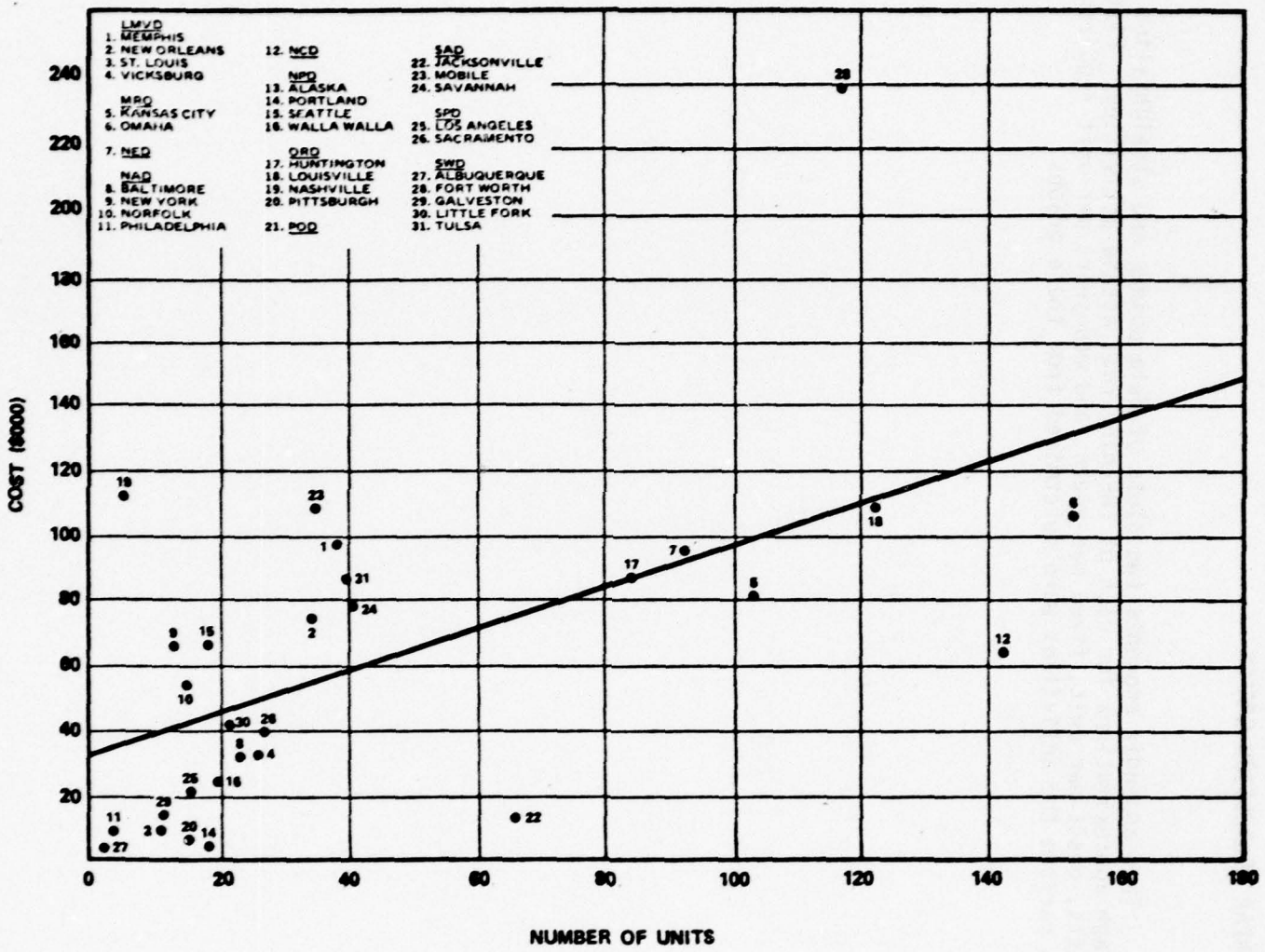
AØ	LMVD
A1	Memphis
A2	New Orleans
CØ	RMD
C1	Kansas City
C3	Denver
EØ	NAD
E1	Baltimore
E2	Huntington
E3	Boston
FØ	NCD
F1	St. Louis
F2	Louisville
F3	St. Paul
GØ	NPD
G3	Seattle
KØ	SAD
K5	Mobile
K6	Savannah
LØ	SPD
L1	Phoenix
L2	Sacramento
MØ	SWD
M1	Albuquerque
M2	Fort Worth

APPENDIX C:

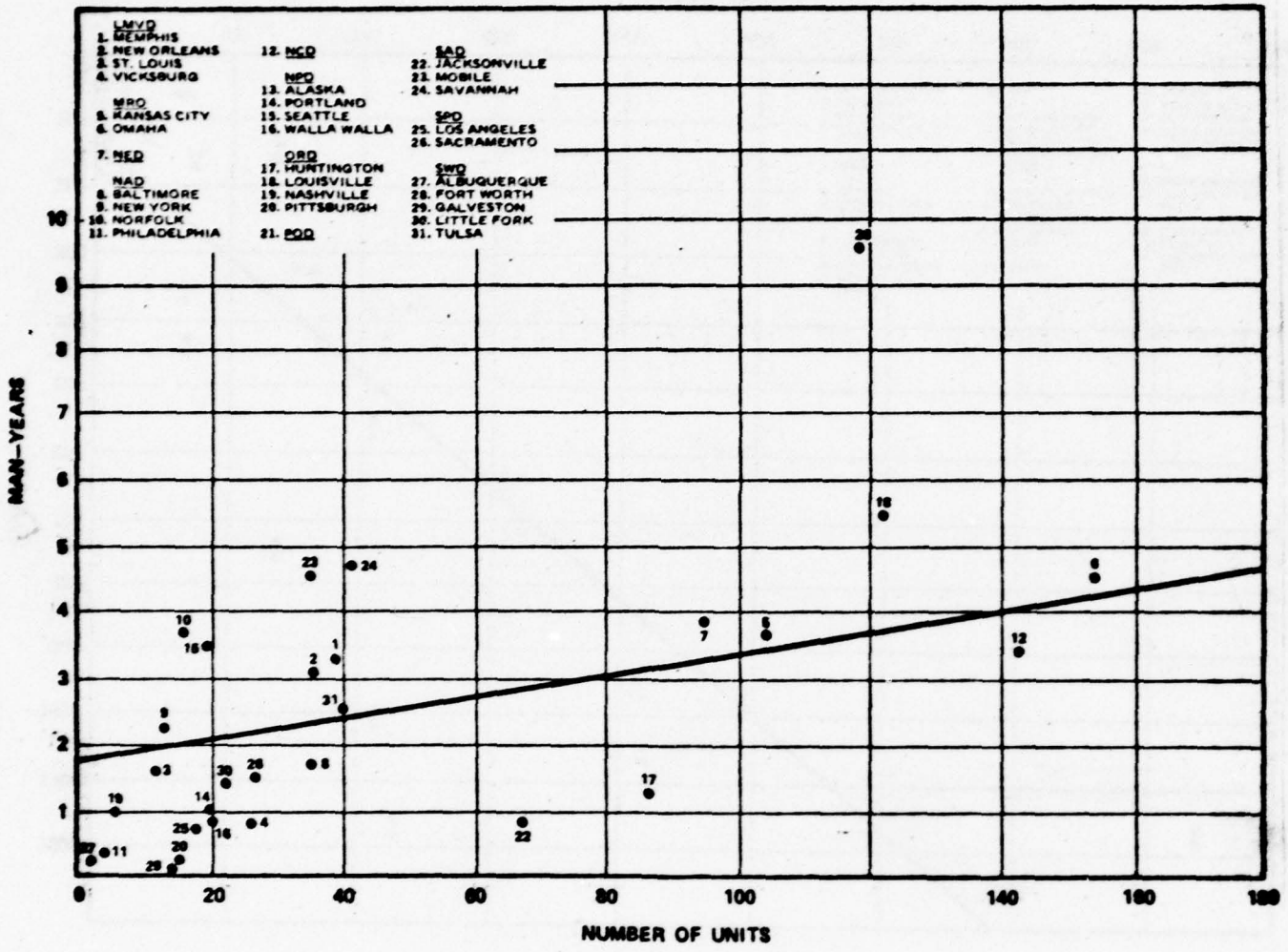
LINEAR REGRESSION GRAPHS

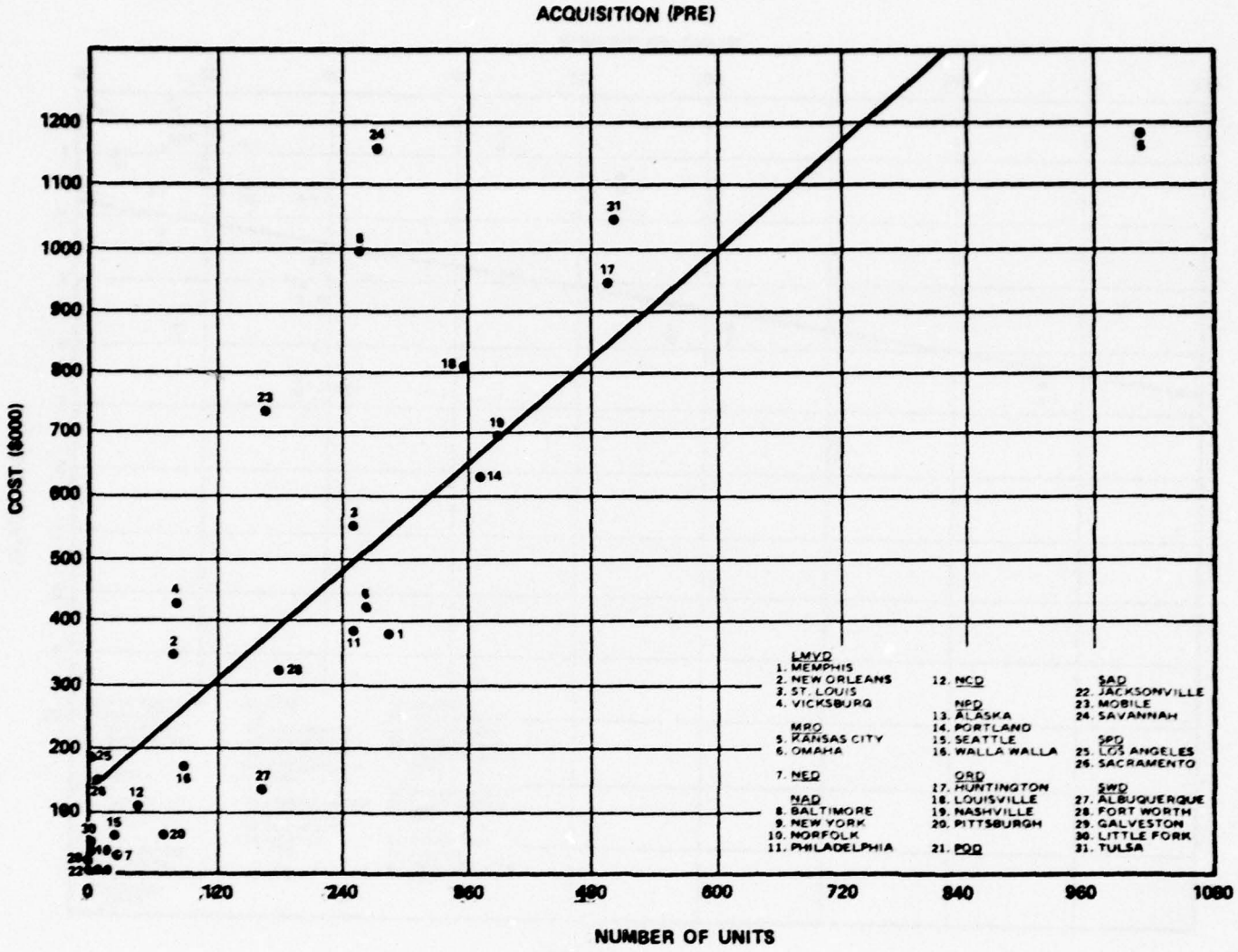
This appendix presents two plots of data points and straight-line graph approximations for each of the nine real estate activities. Fixed costs, costs per unit, fixed man-years, and man-years per unit required to perform the activities were determined from these graphs.

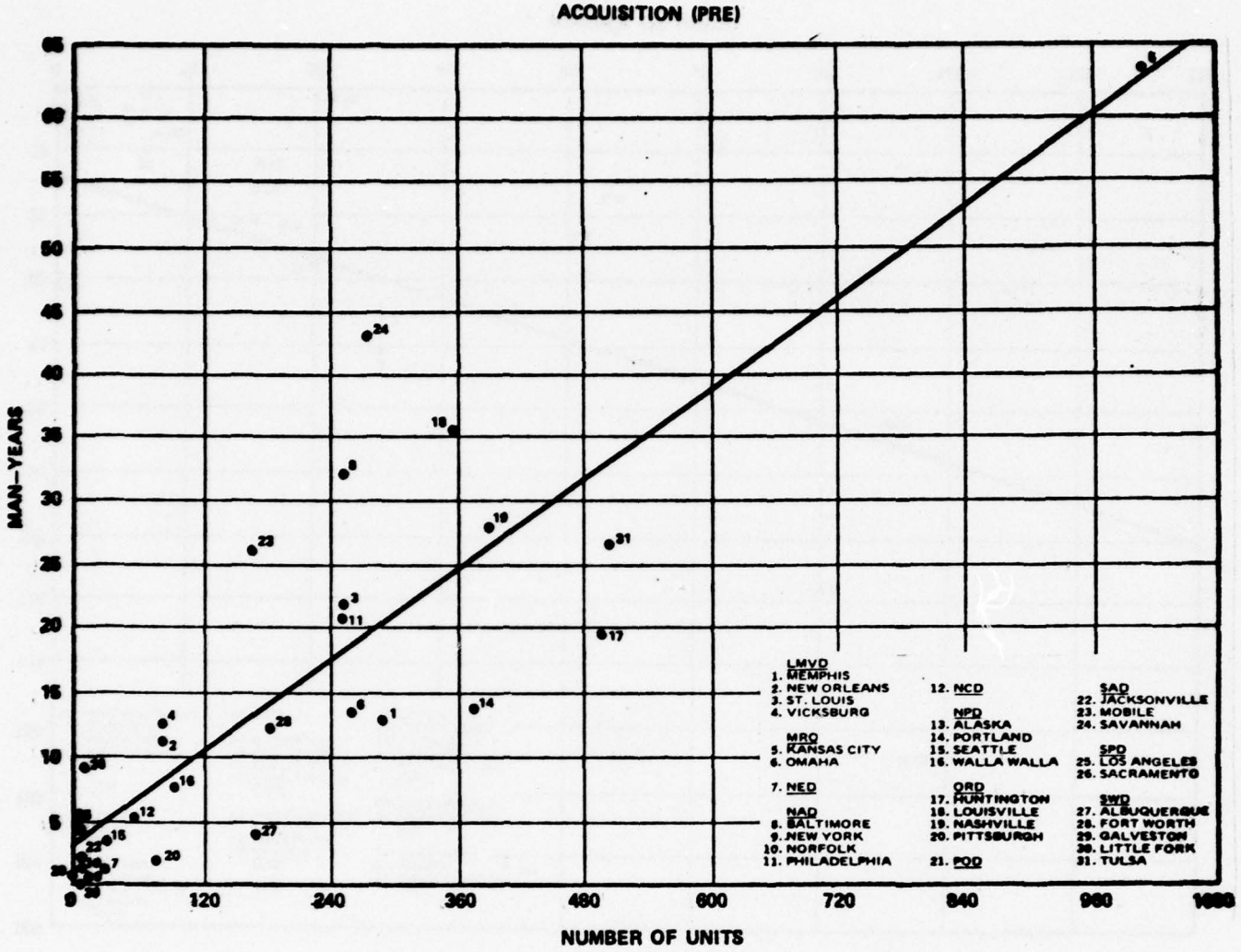
PROJECT PLANNING

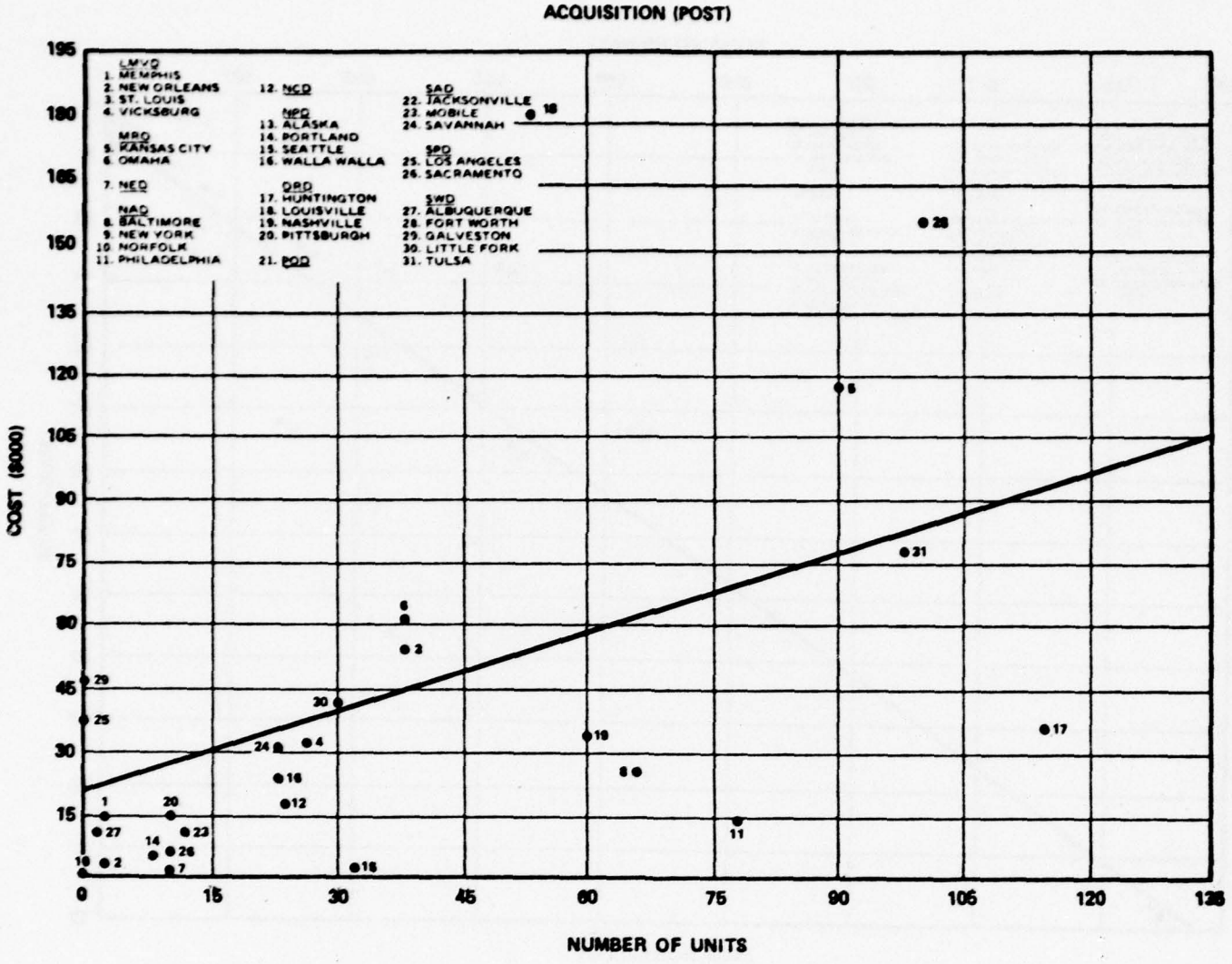


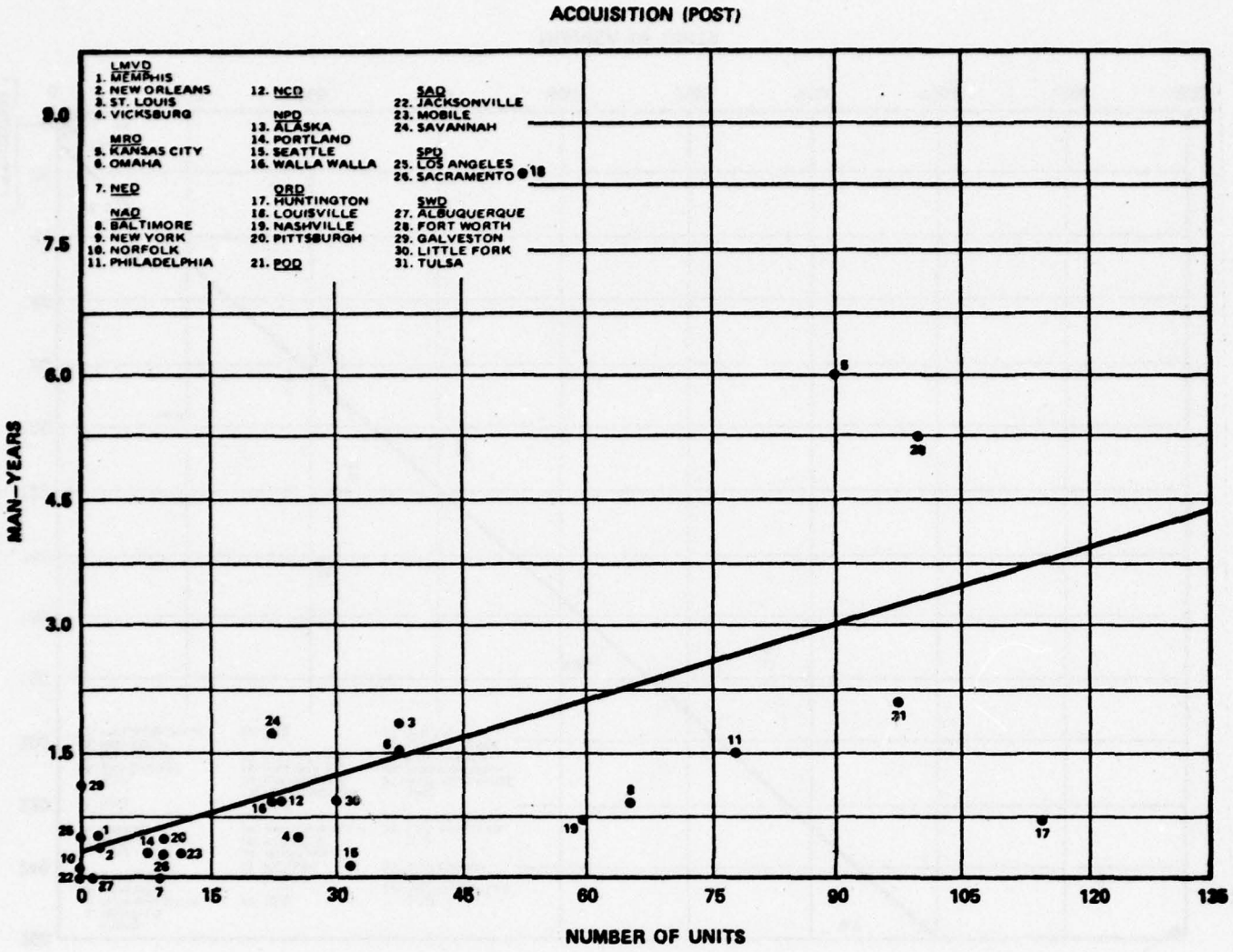
PROJECT PLANNING

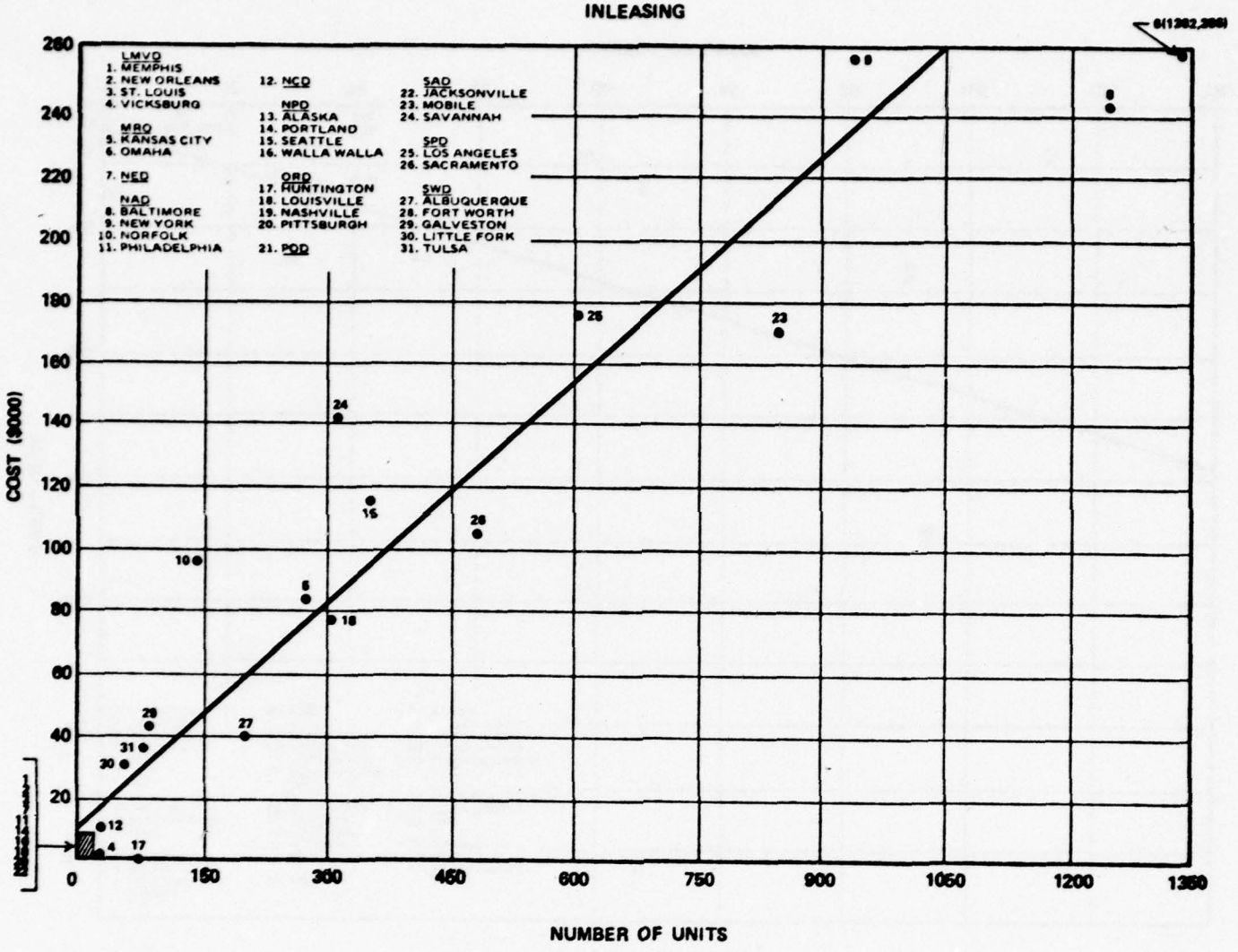


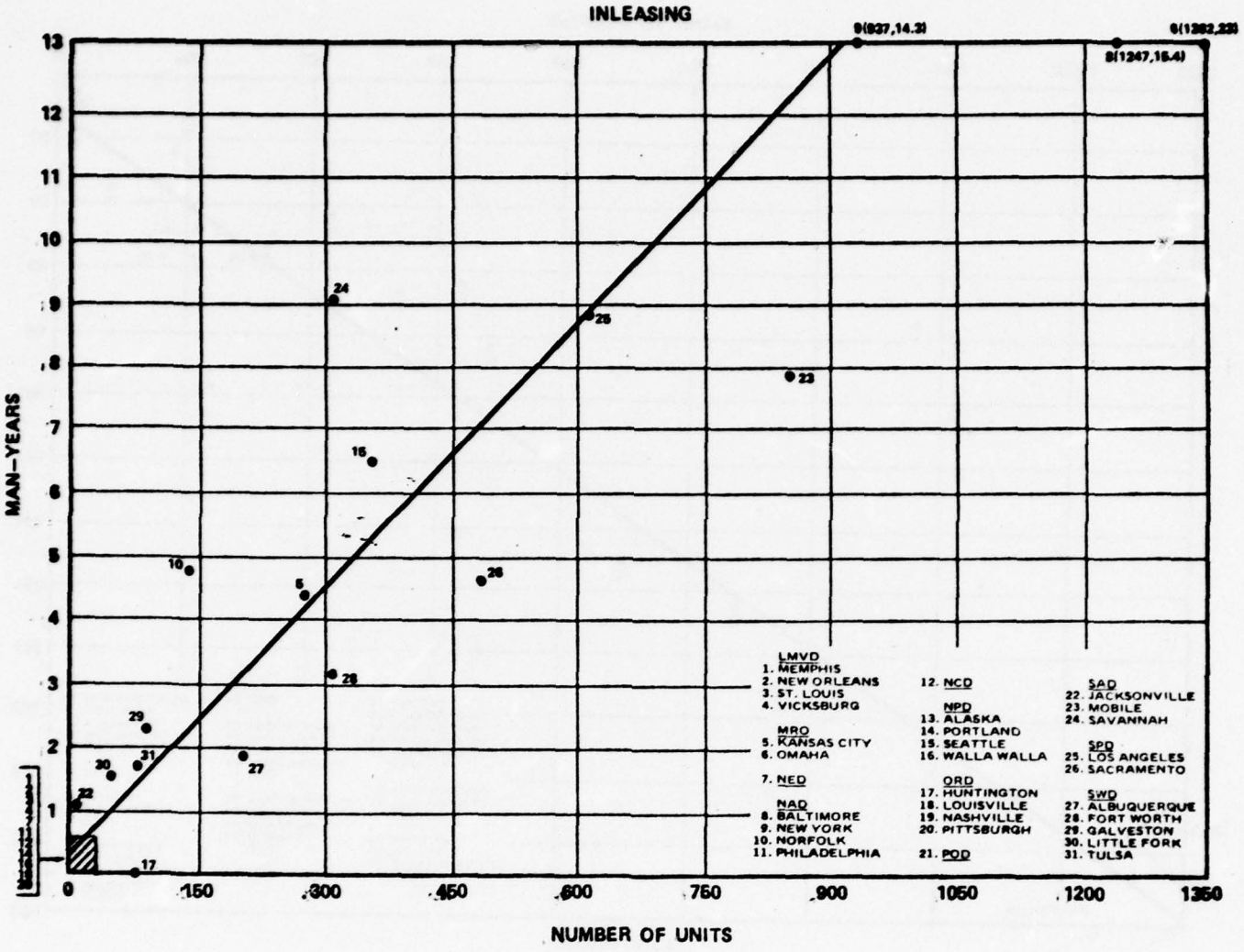

ACQUISITION (PRE)
COST ($000)
1200
1100
1000
900
800
700
600
500
400
300
200
100
0
120
240
360
480
600
720
840
960
1080
NUMBER OF UNITS
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA

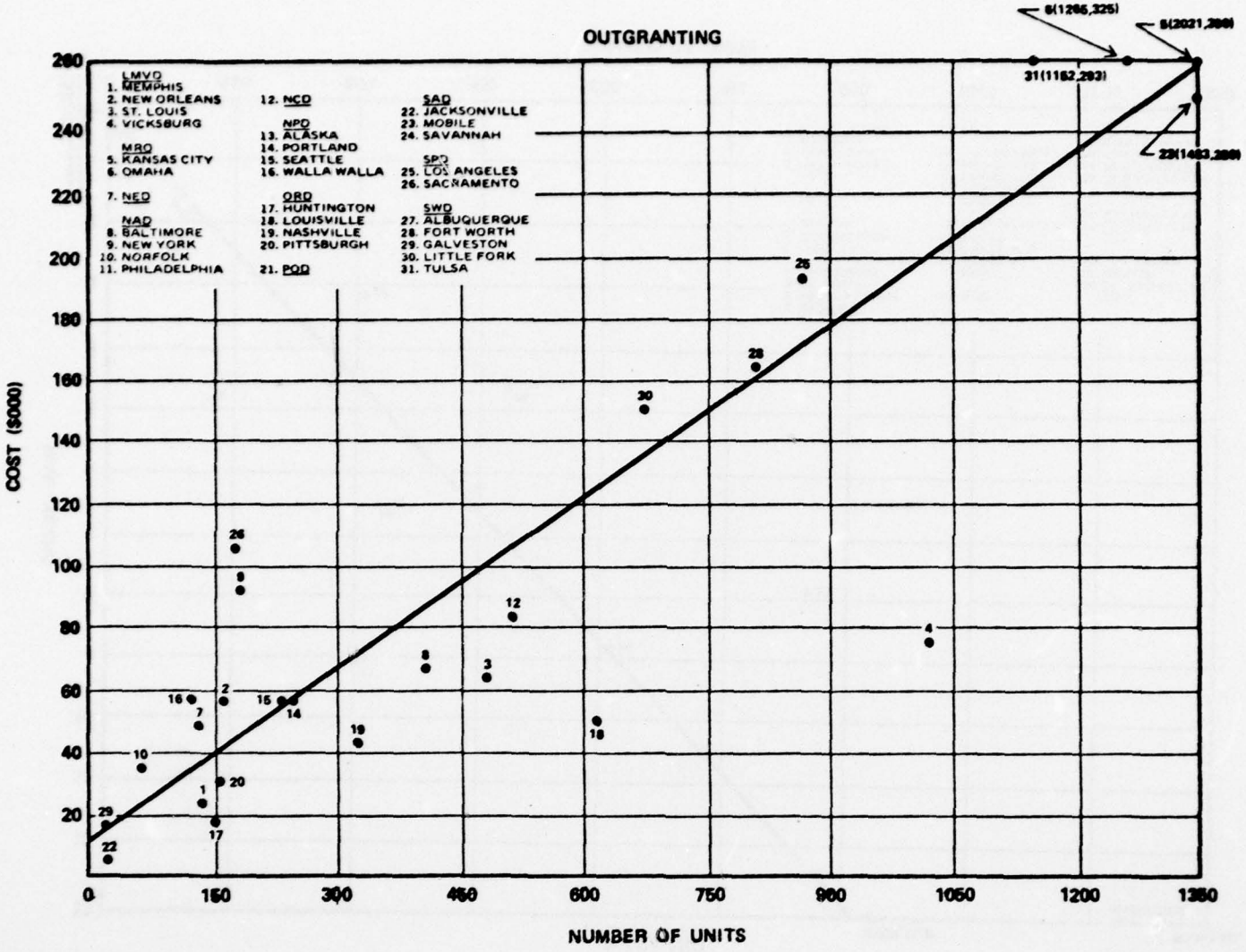

ACQUISITION (PRE)
MAN-YEARS
NUMBER OF UNITS
0
120
240
360
480
600
720
840
960
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA

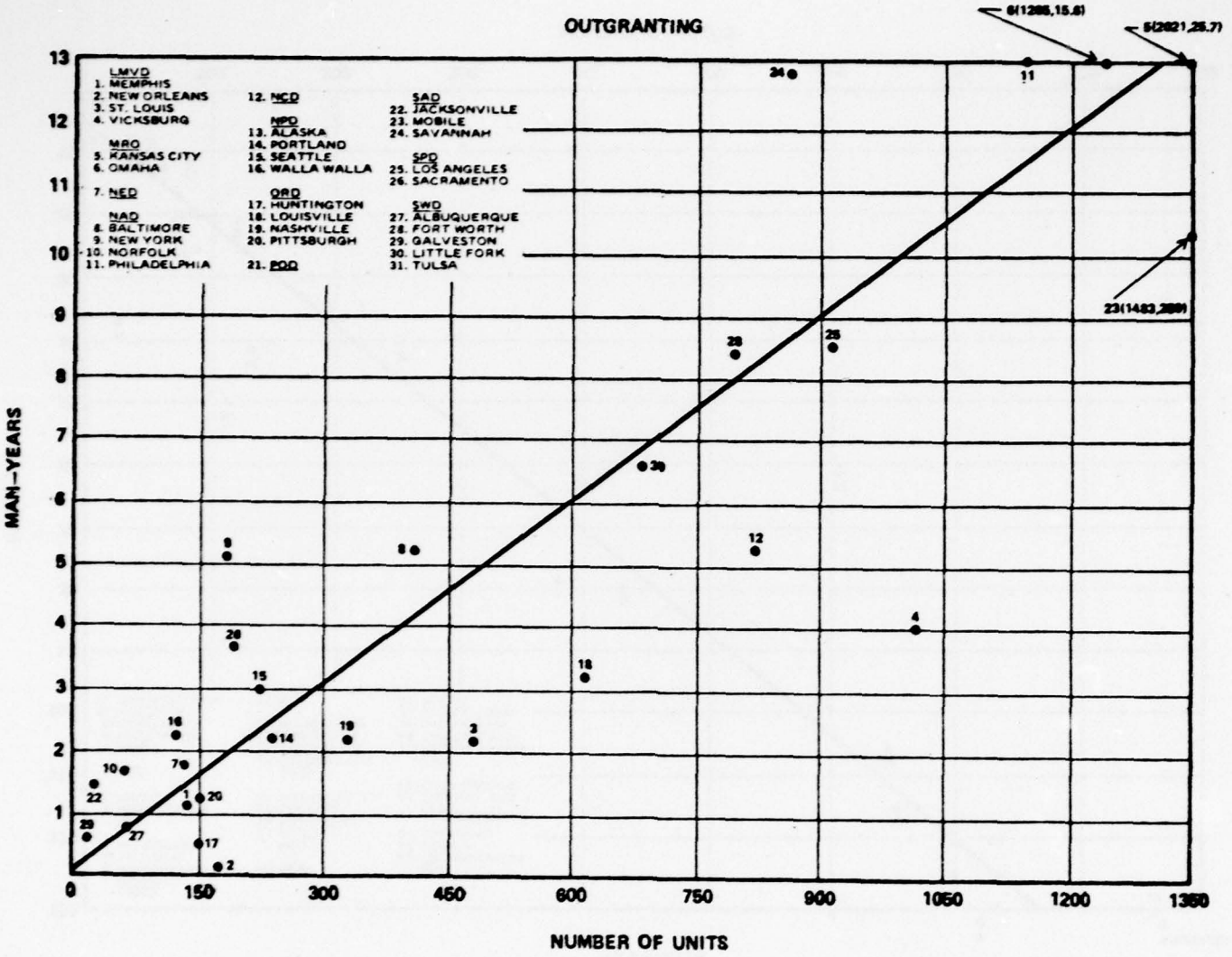

ACQUISITION (POST)
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
COST ($000)
NUMBER OF UNITS
0
15
30
45
60
75
90
105
120
135
150
165
180
195

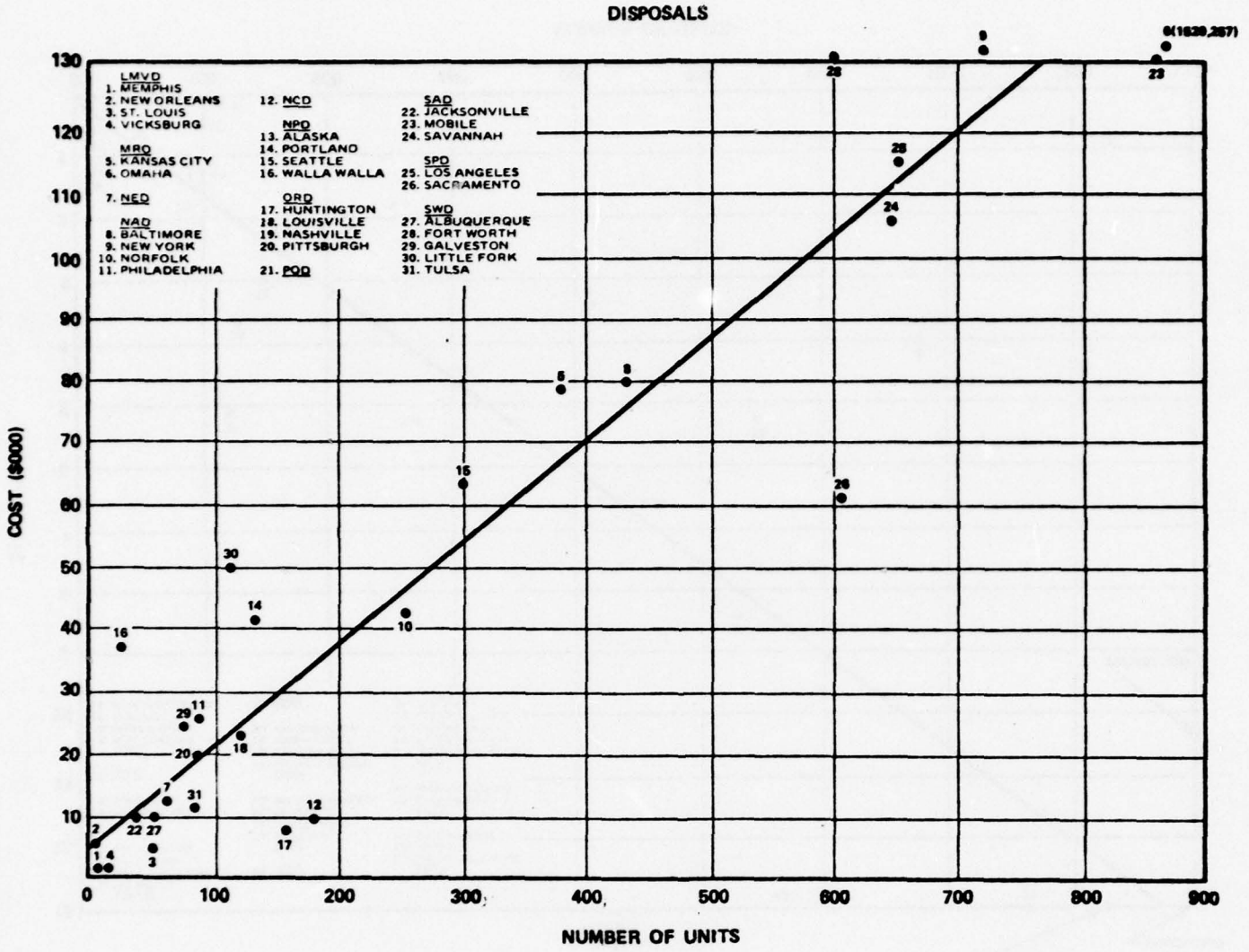

ACQUISITION (POST)
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRO
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
MAN-YEARS
9.0
7.5
6.0
4.5
3.0
1.5
0
15
30
45
60
75
90
105
120
135
NUMBER OF UNITS

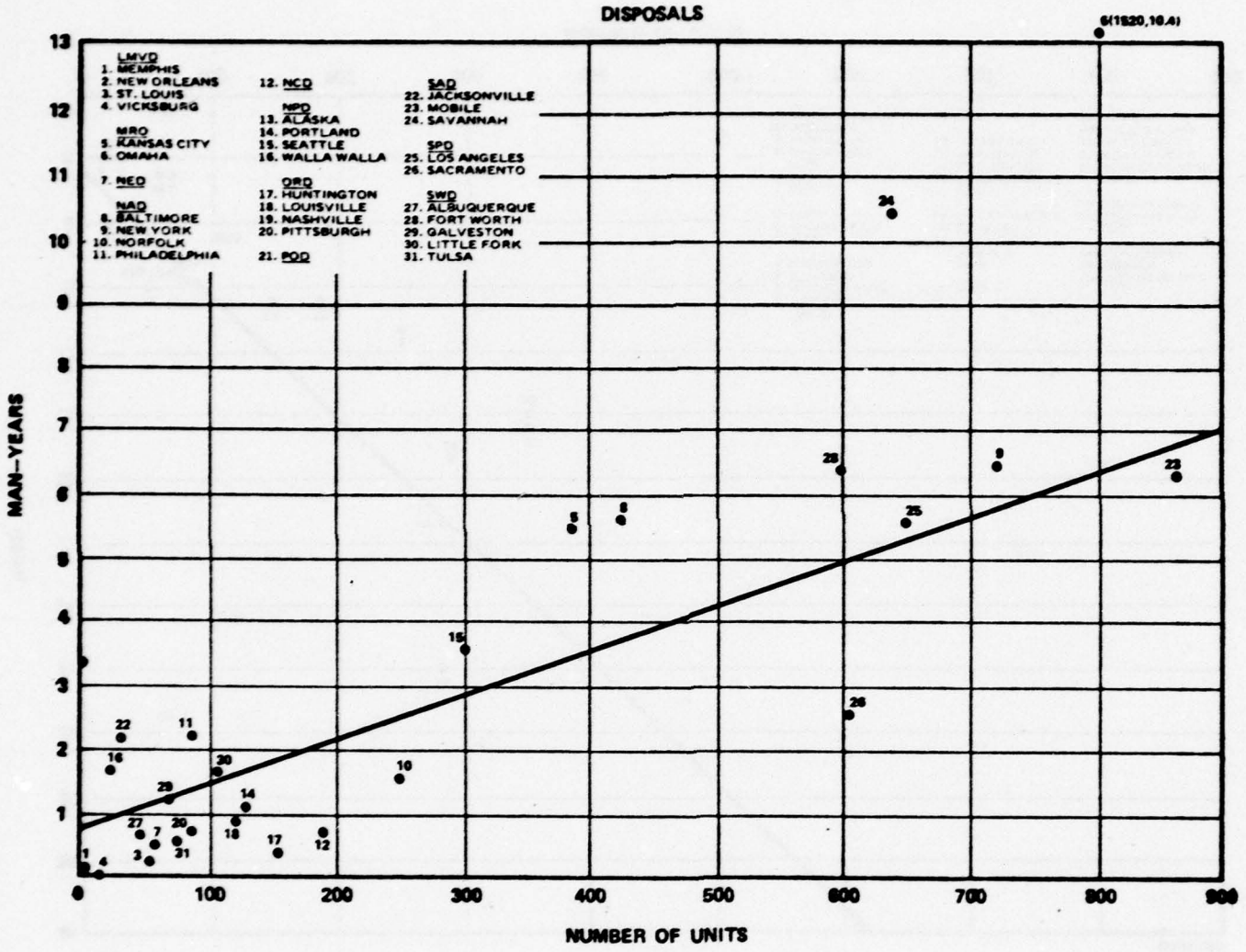

INLEASING
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
COST ($000)
NUMBER OF UNITS
0
150
300
450
600
750
900
1050
1200
1350
20
40
60
80
100
120
140
160
180
200
220
240
260

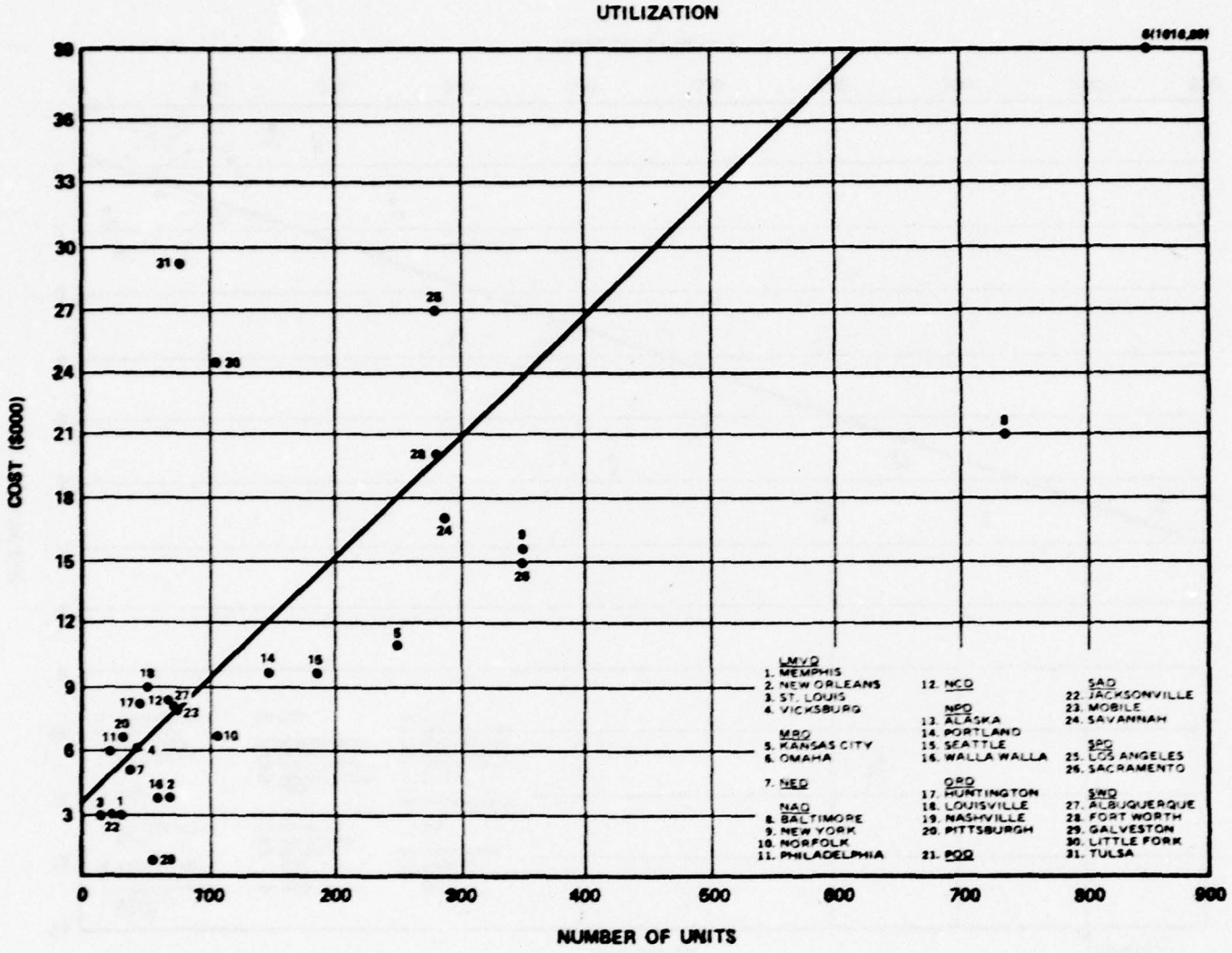

INLEASING
MAN-YEARS
NUMBER OF UNITS
0
150
300
450
600
750
900
1050
1200
1350
1
2
3
4
5
6
7
8
9
10
11
12
13
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRO
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA

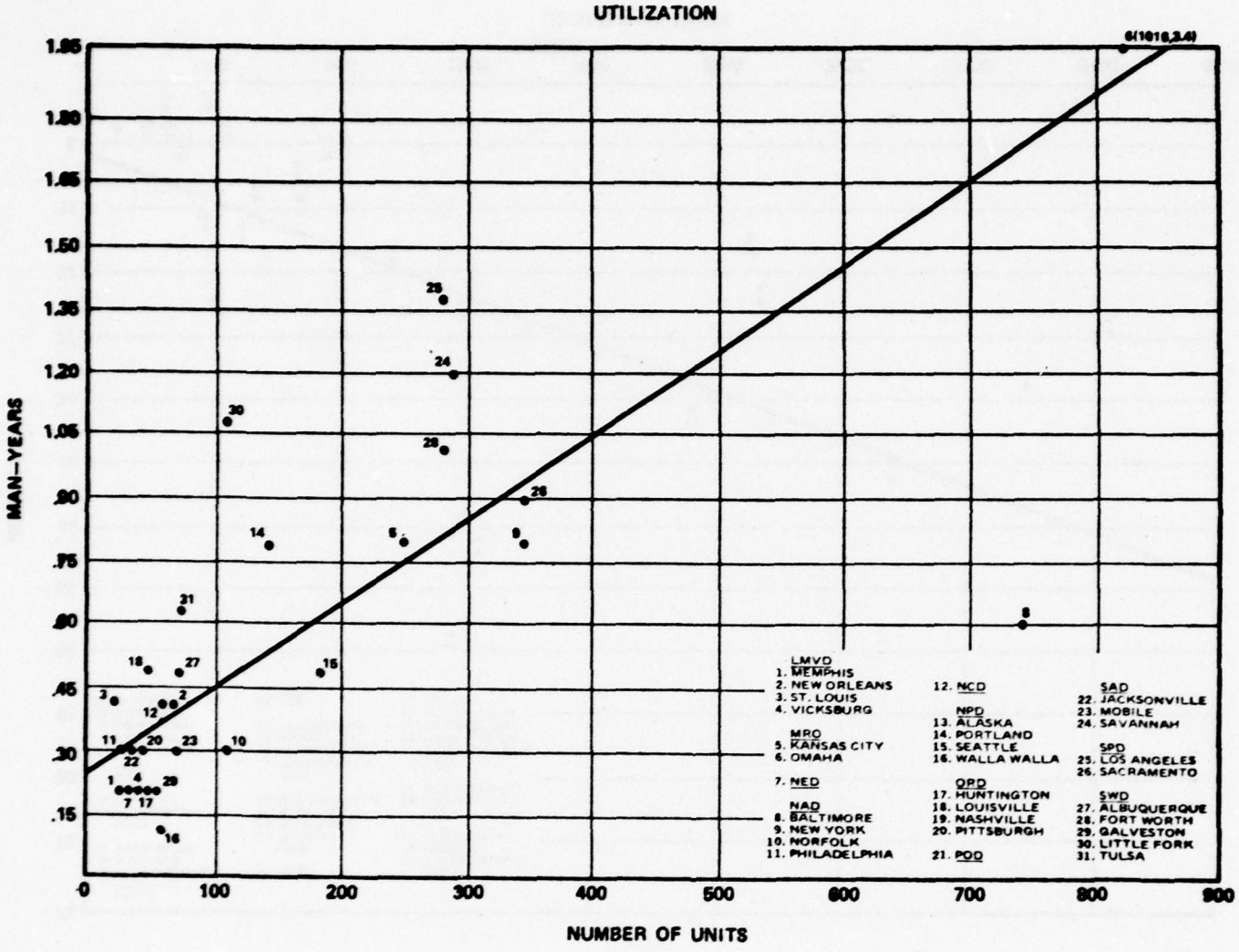

OUTGRANTING
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
6(1286,325)
5(2021,288)
31(1162,293)
22(1483,288)
COST ($000)
NUMBER OF UNITS
0
150
300
450
600
750
900
1050
1200
1350
20
40
60
80
100
120
140
160
180
200
220
240
260

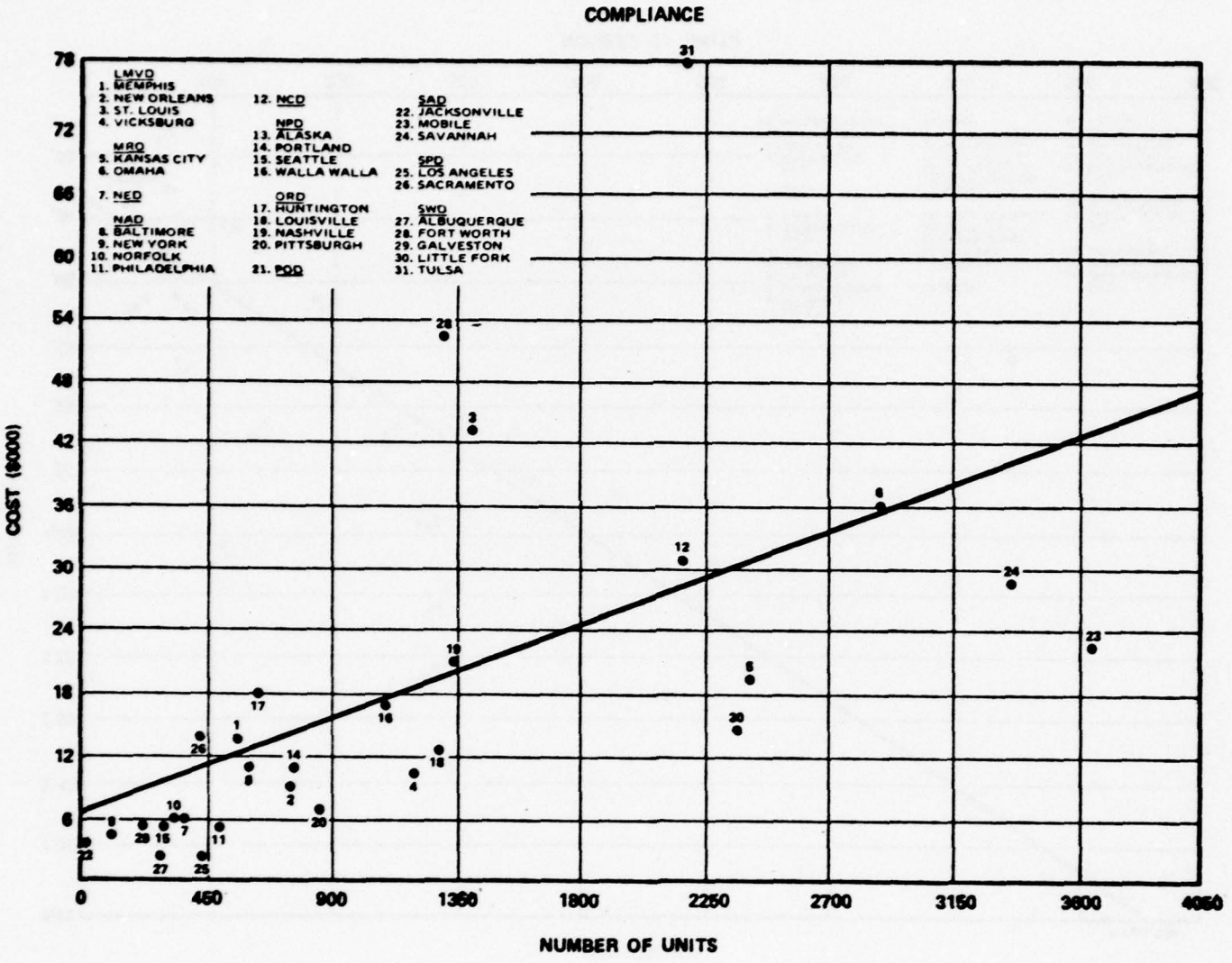

OUTGRANTING
6(1286,15.6)
5(2621,25.7)
23(1483,2891)
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRO
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
MAN-YEARS
NUMBER OF UNITS
0
150
300
450
600
750
900
1050
1200
1350
1
2
3
4
5
6
7
8
9
10
11
12
13

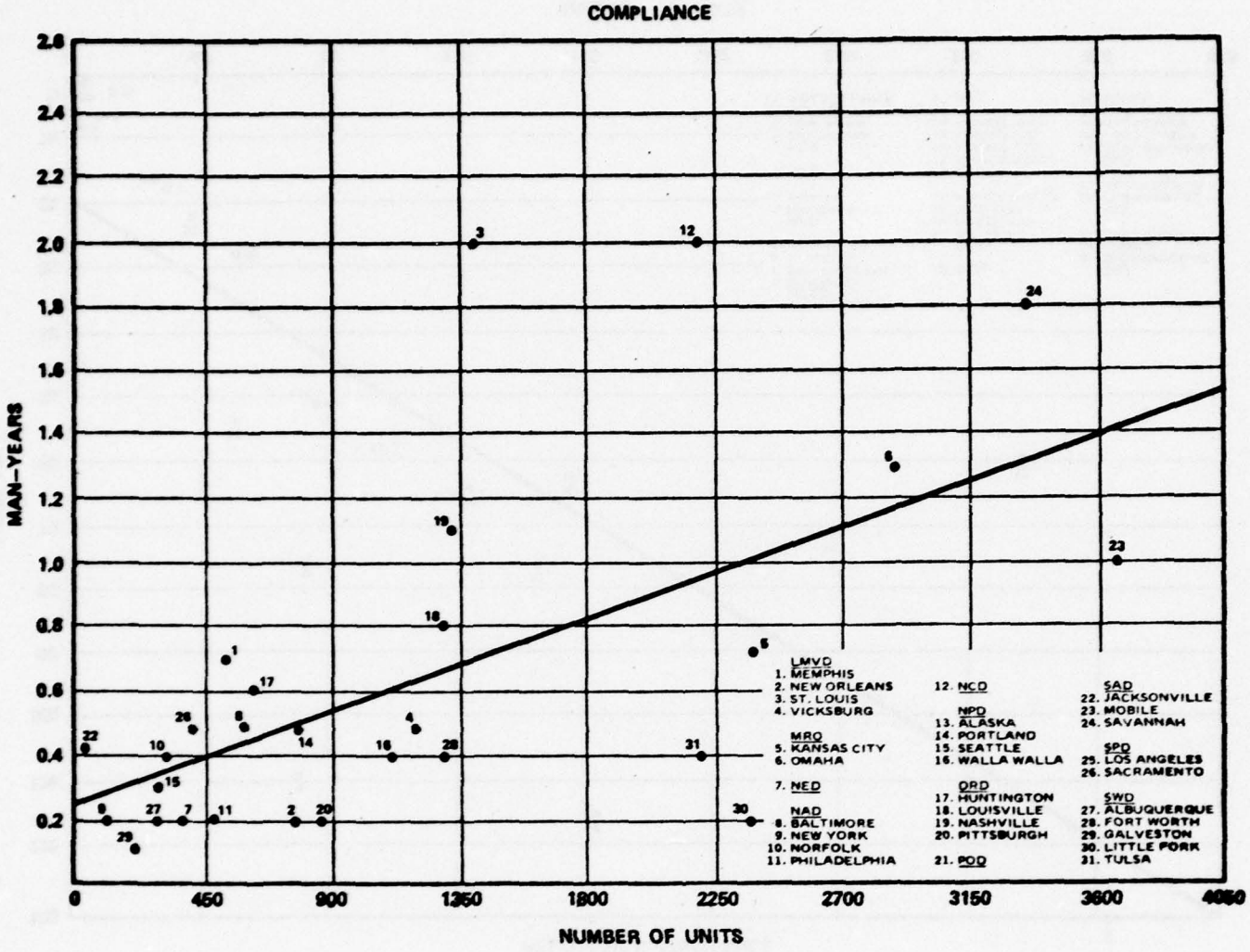

DISPOSALS
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
COST ($000)
NUMBER OF UNITS
0
100
200
300
400
500
600
700
800
900
10
20
30
40
50
60
70
80
90
100
110
120
130


DISPOSALS
6(1820,10.4)
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRO
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA
MAN-YEARS
NUMBER OF UNITS
0
100
200
300
400
500
600
700
800
900
1
2
3
4
5
6
7
8
9
10
11
12
13

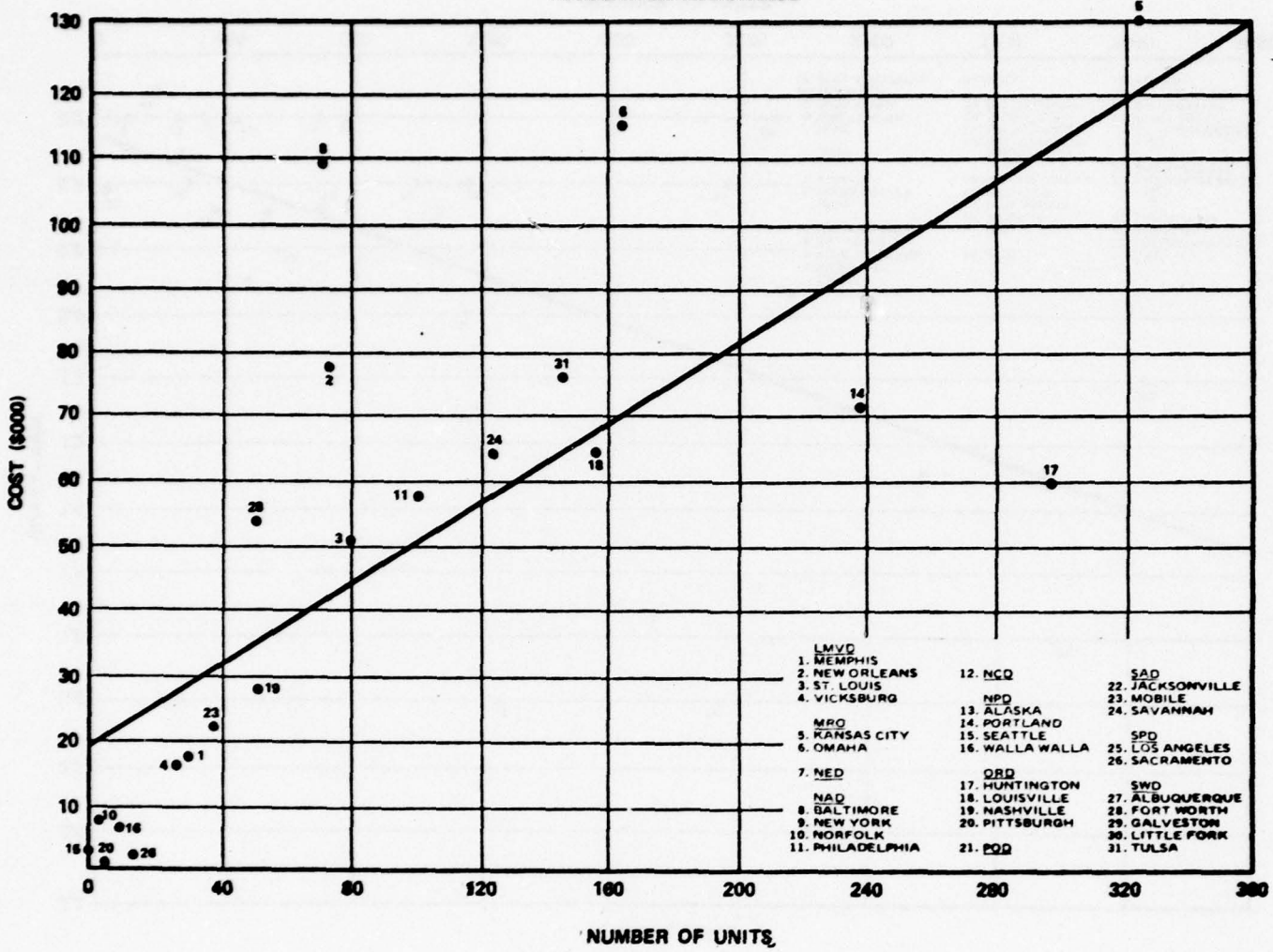

UTILIZATION
COST ($000)
NUMBER OF UNITS
0
100
200
300
400
500
600
700
800
900
3
6
9
12
15
18
21
24
27
30
33
36
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE ROCK
31. TULSA

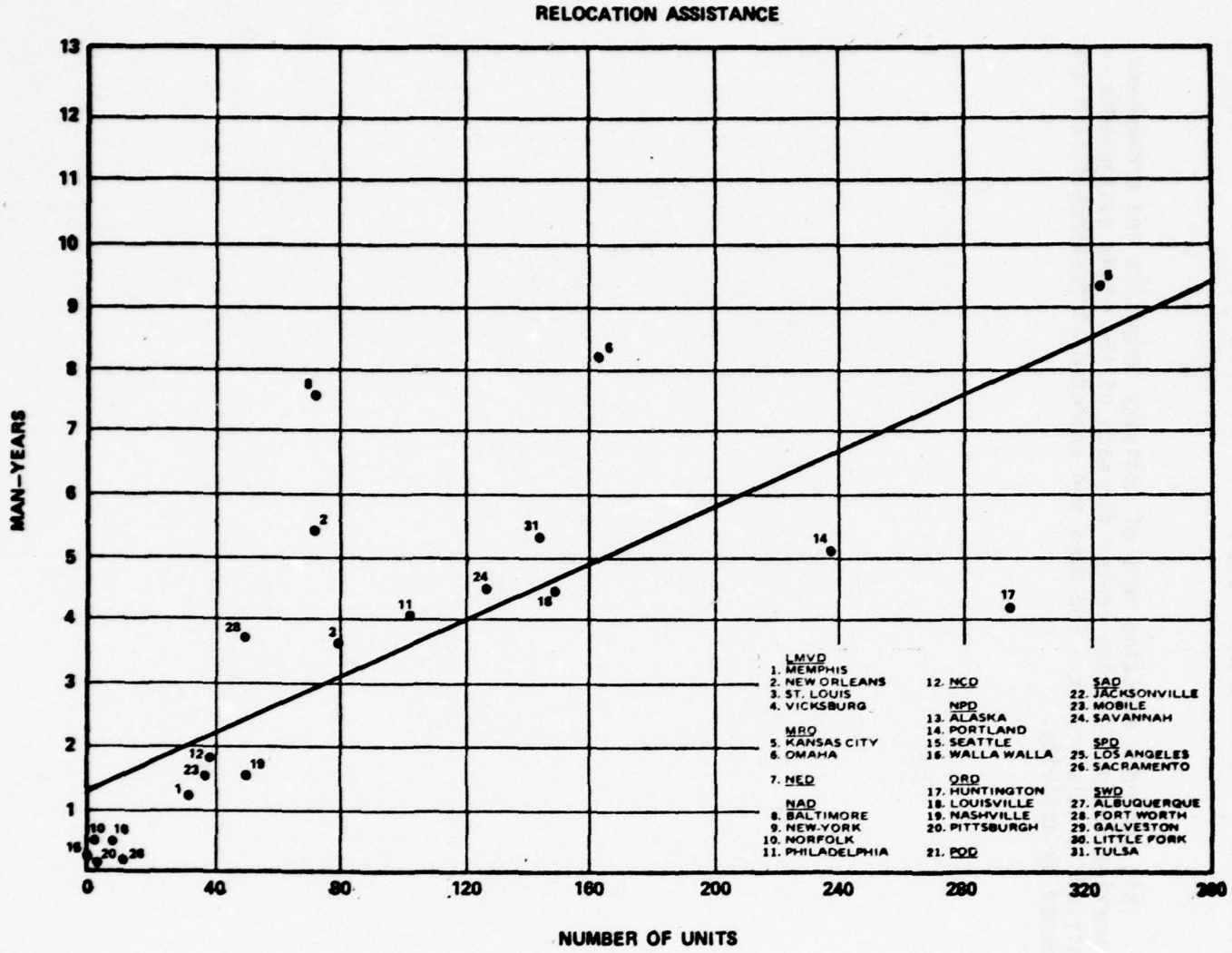

UTILIZATION
MAN-YEARS
NUMBER OF UNITS
1.95
1.80
1.65
1.50
1.35
1.20
1.05
.90
.75
.60
.45
.30
.15
0
100
200
300
400
500
600
700
800
900
6(1018,3.4)
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA


COMPLIANCE
COST ($000)
NUMBER OF UNITS
0
450
900
1350
1800
2250
2700
3150
3600
4050
6
12
18
24
30
36
42
48
54
60
66
72
78
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE FORK
31. TULSA


COMPLIANCE
MAN-YEARS
NUMBER OF UNITS
0
450
900
1350
1800
2250
2700
3150
3600
4050
0.2
0.4
0.6
0.8
1.0
1.2
1.4
1.6
1.8
2.0
2.2
2.4
2.6
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRO
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE ROCK
31. TULSA

RELOCATION ASSISTANCE

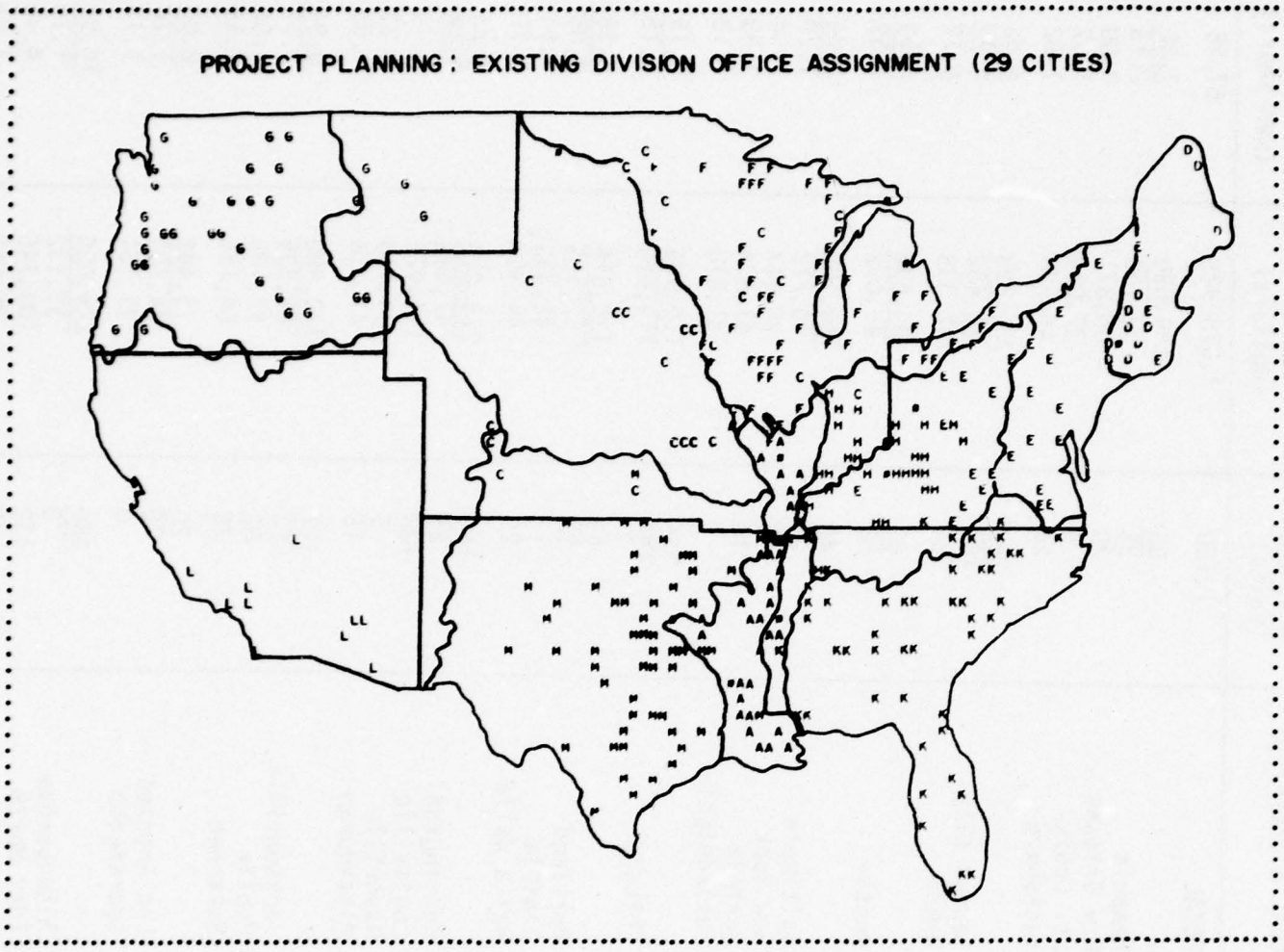



RELOCATION ASSISTANCE
MAN-YEARS
NUMBER OF UNITS
0
40
80
120
160
200
240
280
320
360
1
2
3
4
5
6
7
8
9
10
11
12
13
LMVD
1. MEMPHIS
2. NEW ORLEANS
3. ST. LOUIS
4. VICKSBURG
MRD
5. KANSAS CITY
6. OMAHA
7. NED
NAD
8. BALTIMORE
9. NEW-YORK
10. NORFOLK
11. PHILADELPHIA
12. NCD
NPD
13. ALASKA
14. PORTLAND
15. SEATTLE
16. WALLA WALLA
ORD
17. HUNTINGTON
18. LOUISVILLE
19. NASHVILLE
20. PITTSBURGH
21. POD
SAD
22. JACKSONVILLE
23. MOBILE
24. SAVANNAH
SPD
25. LOS ANGELES
26. SACRAMENTO
SWD
27. ALBUQUERQUE
28. FORT WORTH
29. GALVESTON
30. LITTLE PORK
31. TULSA

APPENDIX D:

ACTIVITY MAPS AND WORKLOAD TOTALS

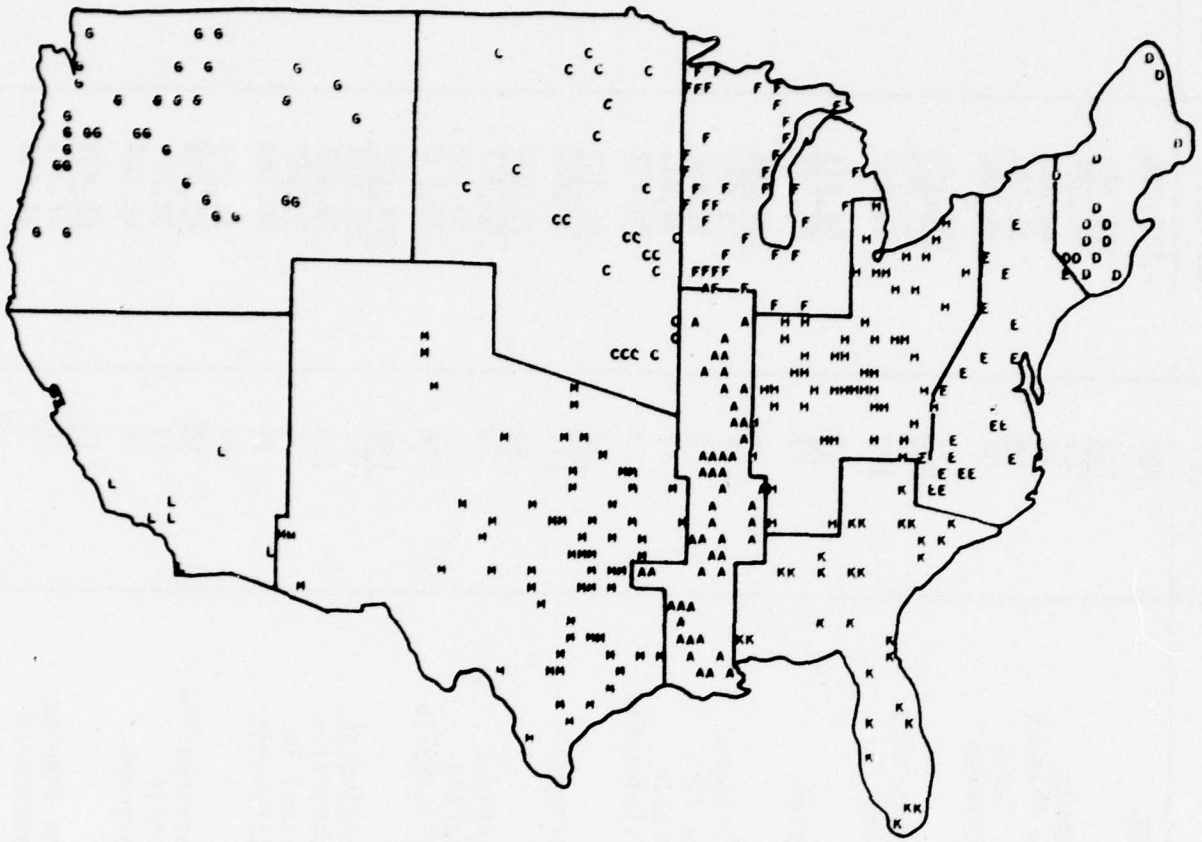
This appendix contains maps of activity locations and breakdowns of workload by performance center for each of the eight assignments analyzed in this report. The maps and expected performance totals are grouped by activity.


PROJECT PLANNING : EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)

ACTIVITY: Project Planning
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,678,929	67.38
LMVD	98	189,030	7.36
Memphis	35	54,156	2.15
New Orleans	30	50,871	2.00
St. Louis	9	37,074	1.37
Vicksburg	24	46,929	1.82
MRD	258	231,828	9.94
Kansas City	104	99,489	4.22
Omaha	154	132,339	5.72
NED	83	85,692	3.59
Boston	83	85,692	3.59
NAD	48	156,180	5.86
Baltimore	23	46,272	1.79
New York	8	36,417	1.34
Norfolk	16	41,673	1.58
Philadelphia	1	31,818	1.13
NCD	135	119,856	5.15
Chicago	135	119,856	5.15
NPD	69	138,816	5.38
Portland	32	52,185	2.06
Seattle	17	42,330	1.61
Walla Walla	20	44,301	1.70
ORD	168	235,020	9.44
Huntington	25	47,586	1.85
Louisville	123	111,972	4.79
Nashville	5	34,446	1.25
Pittsburgh	15	41,016	1.55
SAD	121	172,980	6.94
Jacksonville	54	66,639	2.72
Mobile	32	52,185	2.06
Savannah	35	54,156	2.15
SPD	20	75,462	2.80
Los Angeles	20	44,301	1.70
Sacramento	0	31,161	1.10
SWD	180	274,065	10.92
Albuquerque	3	33,132	1.19
Fort Worth	112	104,745	4.46
Galveston	12	39,045	1.46
Little Rock	20	44,301	1.70
Tulsa	33	52,842	2.09

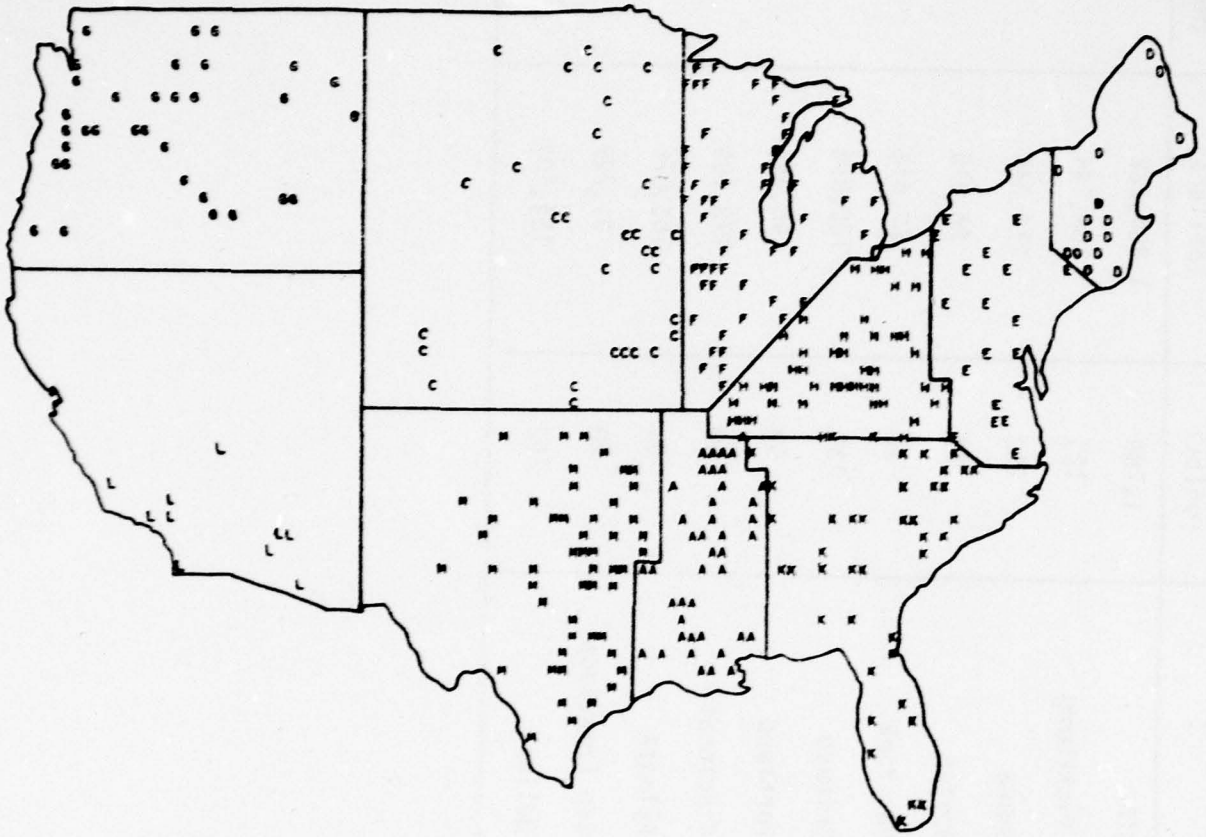
DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Project Planning
ASSIGNMENT: Closest District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,516,256	64.77
LMVD	134	186,745	8.02
Memphis	51	58,521	2.57
New Orleans	24	44,032	1.78
St. Louis	28	35,404	1.67
Vicksburg	31	48,788	2.00
MRD	223	192,146	8.57
Kansas City	103	97,709	4.17
Omaha	120	94,437	4.40
NED	89	86,615	3.73
Boston	89	86,615	3.73
NAD	34	138,396	5.25
Baltimore	7	35,442	1.31
New York	2	32,401	1.16
Norfolk	17	34,441	1.44
Philadelphia	8	36,112	1.34
NCD	112	83,462	4.12
Chicago	112	83,462	4.12
NPD	69	126,533	5.14
Portland	30	50,871	2.00
Seattle	3	33,132	1.19
Walla Walla	36	42,530	1.95
ORD	199	224,402	9.82
Huntington	47	52,033	2.34
Louisville	109	96,927	4.27
Nashville	9	35,662	1.35
Pittsburgh	34	39,780	1.86
SAD	87	144,279	5.81
Jacksonville	58	63,063	2.74
Mobile	11	38,229	1.43
Savannah	18	42,987	1.64
SPD	10	68,892	2.50
Los Angeles	10	37,731	1.40
Sacramento	0	31,161	1.10
SWD	223	264,795	11.81
Albuquerque	45	39,487	2.30
Fort Worth	105	96,485	4.23
Galveston	32	43,888	1.93
Little Rock	18	39,016	1.56
Tulsa	23	45,919	1.79

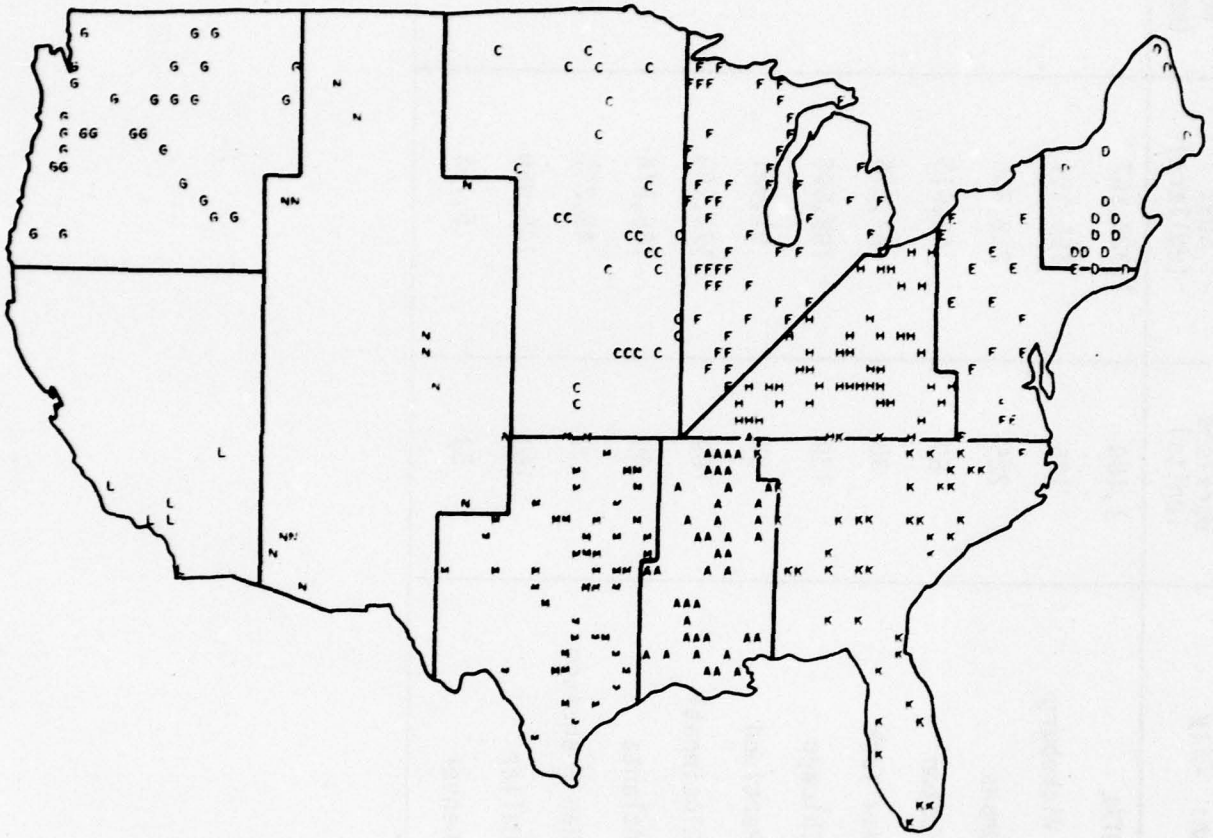
MAP OF DIVISION ASSIGNMENTS USING CLOSEST OPEN DIVISION OFFICE



ACTIVITY: Project Planning
ASSIGNMENT: Closest Division

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,360,222	51.77
LMVD: Vicksburg	125	158,194	5.57
MRD: Omaha	258	274,046	10.24
NED: Boston	89	86,615	3.73
NAD: New York	30	67,616	2.41
NCD: Chicago	139	108,896	5.10
NPD: Portland	69	98,945	3.59
ORD: Cincinnati	189	173,199	7.18
SAD: Atlanta	98	166,876	5.35
SPD: San Francisco	20	71,728	2.15
SWD: Dallas	163	154,107	6.45

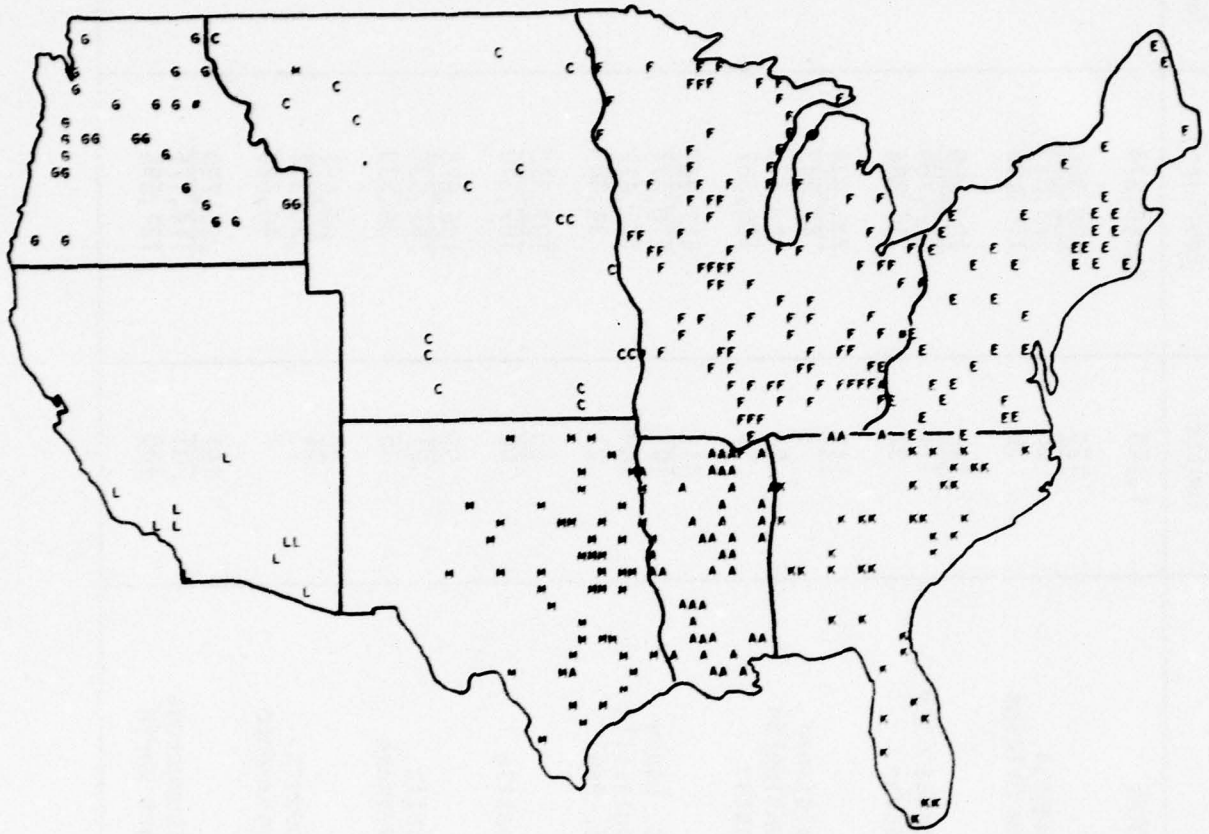
PROJECT PLANNING: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: Project Planning
ASSIGNMENT: Closest Division Plus Denver

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,309,167	51.51
LMVD: Vicksburg	125	158,194	5.57
MRD: Omaha	225	252,365	9.25
NED: Boston	89	86,615	3.73
NAD: New York	30	67,616	2.41
NCD: Chicago	139	108,896	5.10
NPD: Portland	63	91,621	3.35
ORD: Cincinnati	189	173,199	7.18
SAD: Atlanta	98	166,876	5.35
SPD: San Francisco	9	48,731	1.56
SWD: Dallas	160	149,859	6.32
Denver	53	5,195	1.68

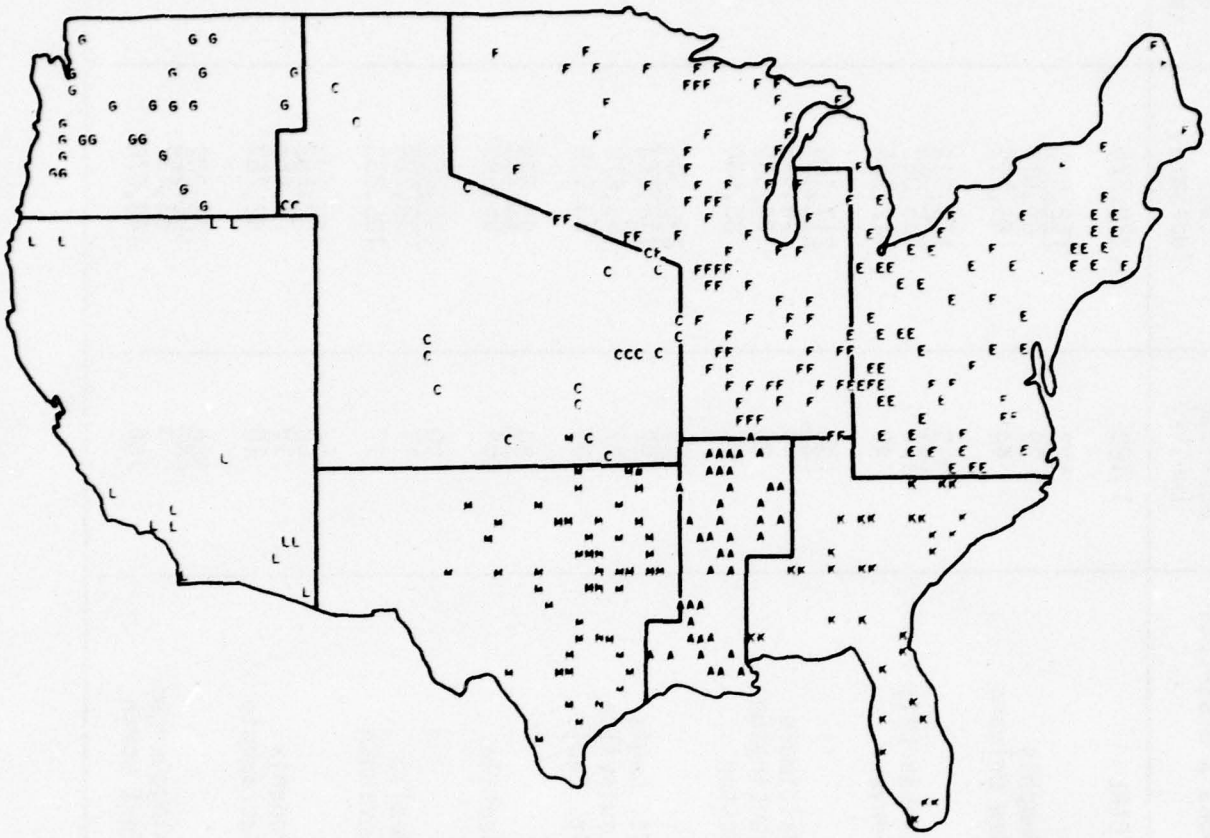
PROJECT PLANNING: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Project Planning
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	2,146,374	61.17
LMVD	129	186,306	6.90
Memphis	50	75,813	2.83
New Orleans	79	110,493	4.07
RMD	148	100,880	6.58
Kansas City	111	117,764	5.59
Denver	37	-16,884	0.99
NAD	153	734,949	8.23
Baltimore	15	41,247	1.57
Huntington	42	69,170	2.59
Boston	96	106,567	4.07
NCD	413	517,965	18.59
St. Louis	193	310,471	9.70
Louisville	189	173,411	7.13
St. Paul	31	34,083	1.76
NPD	60	107,318	3.63
Seattle	60	107,318	3.63
SAD	96	196,675	6.28
Mobile	61	142,336	4.13
Savannah	35	54,339	2.15
SPD	20	66,551	2.62
Phoenix	13	20,531	1.14
Sacramento	7	46,020	1.48
SWD	161	235,730	8.34
Albuquerque	31	114,175	3.17
Fort Worth	130	121,555	5.17

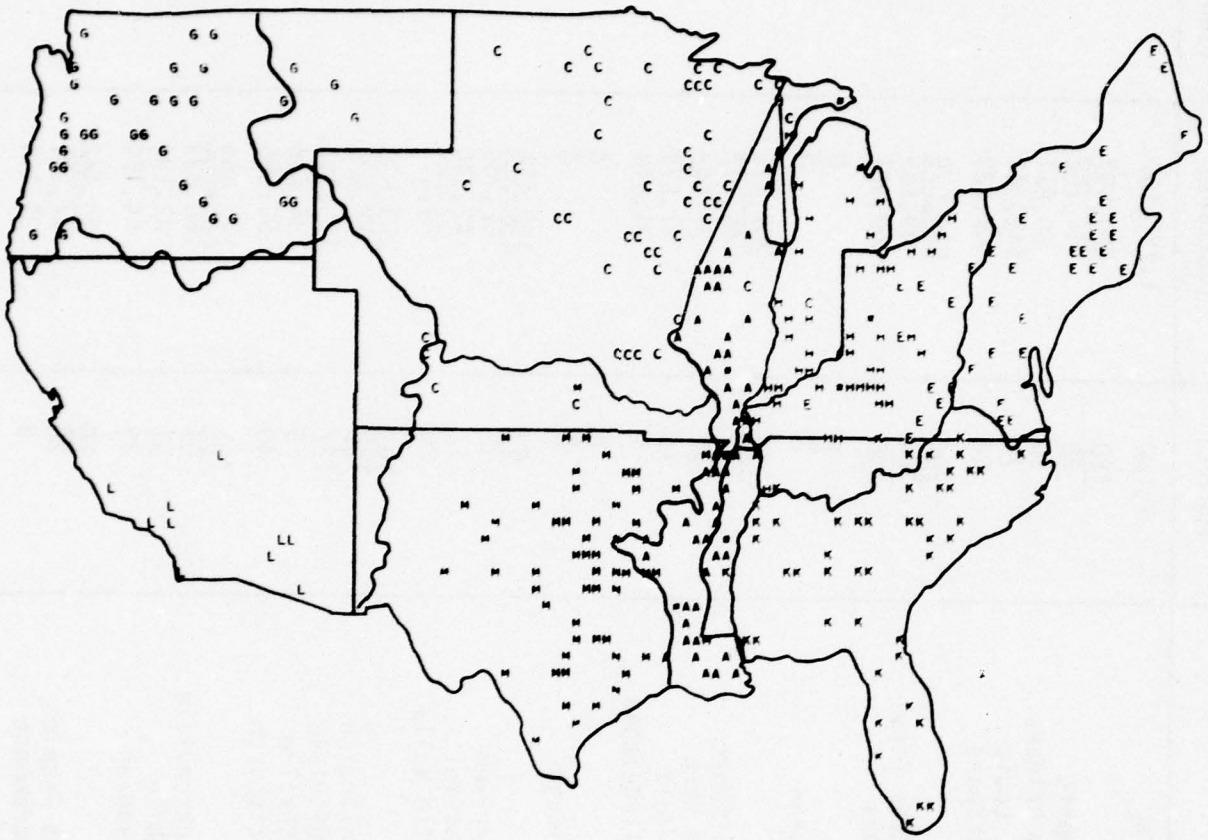
PROJECT PLANNING: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Project Planning
ASSIGNMENT: Closest City in State Assignments

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,320,720	54.71
LMVD	123	152,818	6.13
Memphis	79	87,619	3.63
New Orleans	44	65,199	2.50
RMD	213	168,319	8.04
Kansas City	173	186,087	7.02
Denver	40	-17,768	1.01
NAD	209	217,196	9.37
Baltimore	33	54,814	2.19
Huntington	85	74,352	3.39
Boston	91	88,030	3.79
NCD	303	293,345	12.58
St. Louis	82	134,454	4.73
Louisville	122	105,872	4.66
St. Paul	99	53,019	3.19
NPD	54	95,549	3.30
Seattle	54	95,549	3.30
SAD	90	145,062	5.19
Mobile	11	38,229	1.43
Savannah	79	106,833	3.76
SPD	29	75,229	2.98
Phoenix	19	32,462	1.47
Sacramento	10	42,767	1.51
SWD	159	173,202	7.12
Albuquerque	3	33,132	1.19
Fort Worth	156	140,070	5.93

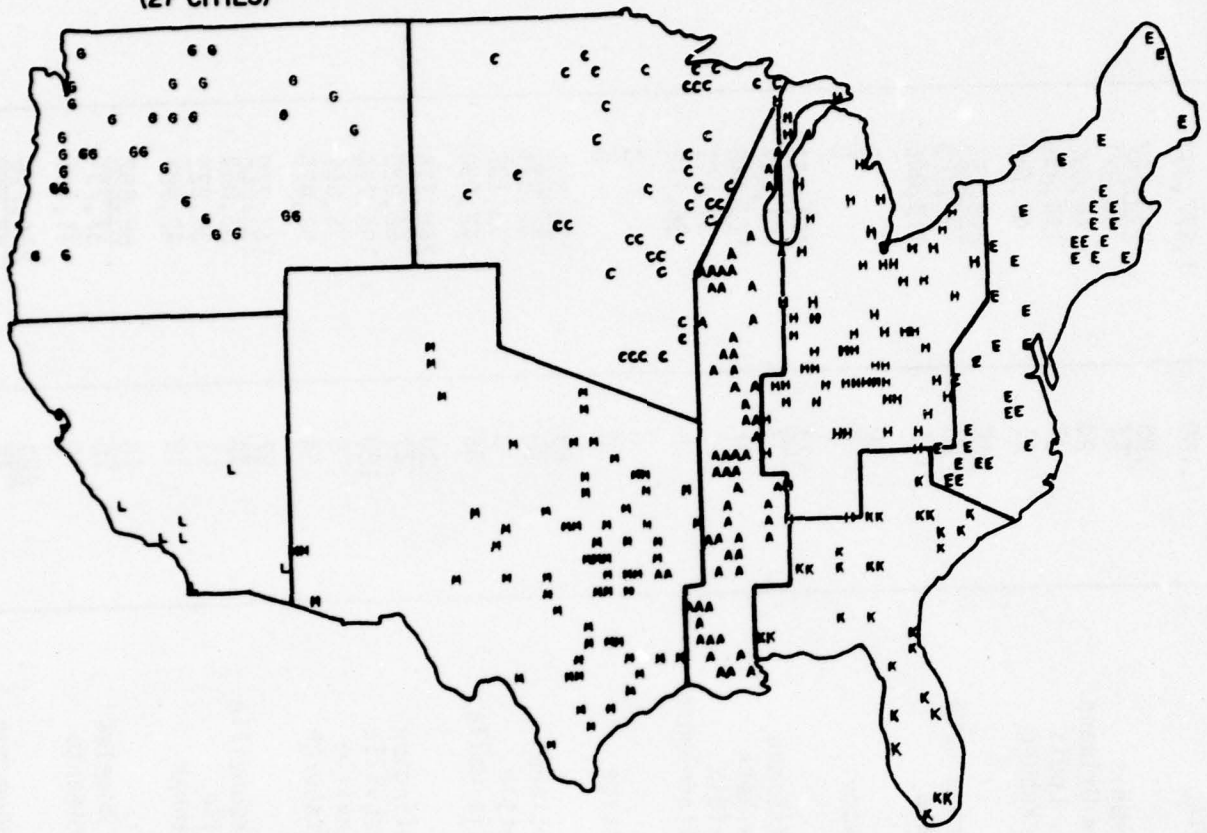
PROJECT PLANNING: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Project Planning
ASSIGNMENT: Reassign Boston and Chicago only

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,723,187	67.40
LMVD	168	300,597	10.92
Memphis	35	54,156	2.14
New Orleans	30	50,871	2.00
St. Louis	79	148,641	4.95
Vicksburg	24	46,929	1.82
MRD	294	250,070	10.96
Kansas City	104	99,489	4.22
Omaha	190	150,581	6.74
NED	0	0	0.00
Boston	0	0	0.00
NAD	131	257,311	9.22
Baltimore	23	46,272	1.79
New York	91	137,548	4.72
Norfolk	16	41,673	1.58
Philadelphia	1	31,818	1.13
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	69	138,816	5.37
Portland	32	52,185	2.06
Seattle	17	42,330	1.61
Walla Walla	20	44,301	1.70
ORD	197	253,886	10.30
Huntington	25	47,586	1.85
Louisville	127	119,268	5.00
Nashville	5	34,446	1.25
Pittsburgh	40	52,586	2.20
SAD	121	172,980	6.93
Jacksonville	54	66,639	2.72
Mobile	32	52,185	2.06
Savannah	35	54,156	2.15
SPD	20	75,462	2.80
Los Angeles	20	44,301	1.70
Sacramento	0	31,161	1.10
SWD	180	274,065	10.90
Albuquerque	3	33,132	1.19
Fort Worth	112	104,745	4.46
Galveston	12	39,045	1.46
Little Rock	20	44,301	1.70
Tulsa	33	52,842	2.09

PROJECT PLANNING: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)

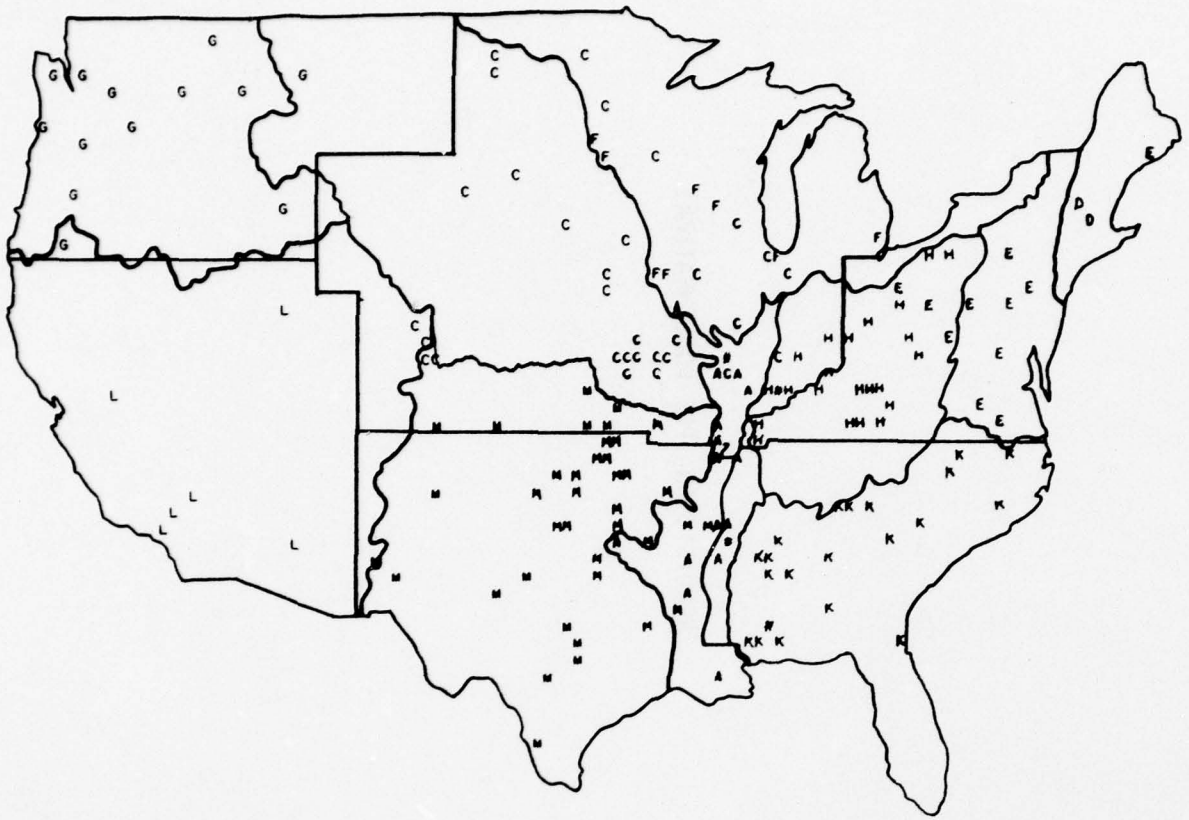


ACTIVITY: Project Planning
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,180	1,577,297	65.69
LMVD	193	266,187	11.36
Memphis	51	58,521	2.57
New Orleans	24	44,032	1.78
St. Louis	87	144,846	5.01
Vicksburg	31	48,788	2.00
MRD	245	216,754	9.47
Kansas City	103	97,709	4.17
Omaha	142	119,045	5.30
NED	0	0	0.00
Boston	0	0	0.00
NAD	123	243,543	8.81
Baltimore	7	35,447	1.31
New York	91	137,548	4.72
Norfolk	17	34,441	1.44
Philadelphia	8	36,112	1.34
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	69	126,533	5.14
Portland	30	50,871	2.00
Seattle	3	33,132	1.19
Walla Walla	36	42,530	1.95
ORD	230	246,314	10.79
Huntington	47	52,033	2.34
Louisville	120	106,794	4.64
Nashville	9	35,662	1.35
Pittsburgh	54	51,825	2.46
SAD	87	144,279	5.81
Jacksonville	58	63,063	2.74
Mobile	11	38,229	1.43
Savannah	18	42,987	1.64
SPD	10	68,892	2.50
Los Angeles	10	37,731	1.40
Sacramento	0	31,161	1.10
SWD	223	264,795	11.81
Albuquerque	45	39,487	2.30
Fort Worth	105	96,485	4.23
Galveston	32	43,888	1.93
Little Rock	18	39,016	1.56
Tulsa	23	45,919	1.79

ACQUISITION (PRE-CONDEMNATION)

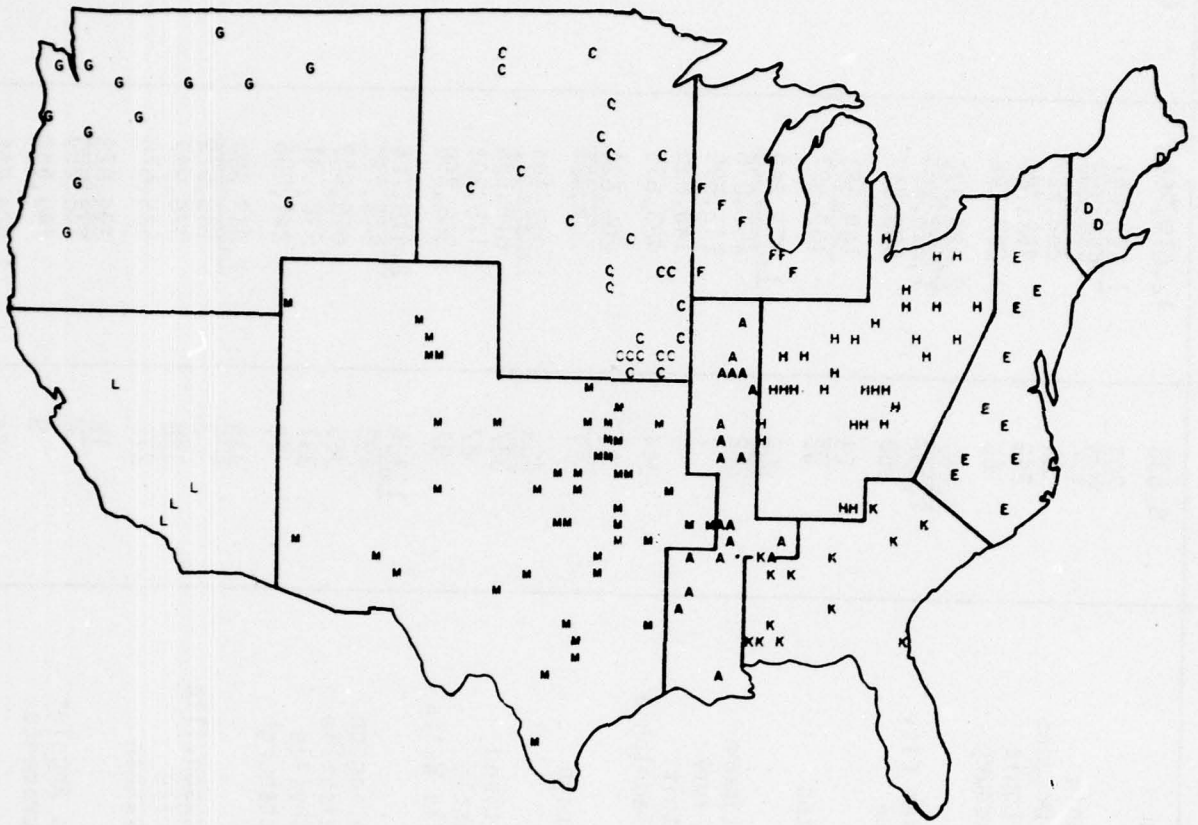
ACQUISITION (PRE-CONDEMNATION): EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	12,019,768	432.01
LMVD	707	1,557,841	55.53
Memphis	292	554,280	20.57
New Orleans	81	252,527	8.33
St. Louis	249	492,786	18.07
Vicksburg	85	258,248	8.56
MRD	1,267	2,085,326	80.75
Kansas City	1,007	1,576,809	62.04
Omaha	260	508,517	18,71
NED	23	169,581	4.96
Boston	23	169,581	4.96
NAD	508	1,273,249	43.99
Baltimore	252	497,076	18.25
New York	7	146,699	4.04
Norfolk	5	143,839	3.92
Philadelphia	244	485,635	17.78
NCD	51	209,624	6.59
Chicago	51	209,624	6.59
NPD	456	1,062,194	37.35
Portland	337	618,635	23.18
Seattle	27	175,301	5.20
Walla Walla	92	268,258	8.97
ORD	1,309	2,418,766	90.44
Huntington	493	841,732	32.22
Louisville	356	645,807	24.28
Nashville	387	690,141	36.08
Pittsburgh	73	241,086	7.86
SAD	443	1,043,604	36,58
Jacksonville	3	140,979	3.80
Mobile	168	376,947	13.37
Savannah	272	525,678	19.41
SPD	15	294,828	8.13
Los Angeles	6	145,269	3.98
Sacramento	9	149,559	4.15
SWD	854	1,904,755	67.69
Albuquerque	167	375,517	13.32
Fort Worth	182	296,968	14.19
Galveston	0	136,688	3.63
Little Rock	5	143,839	3.92
Tulsa	500	851,743	32.63

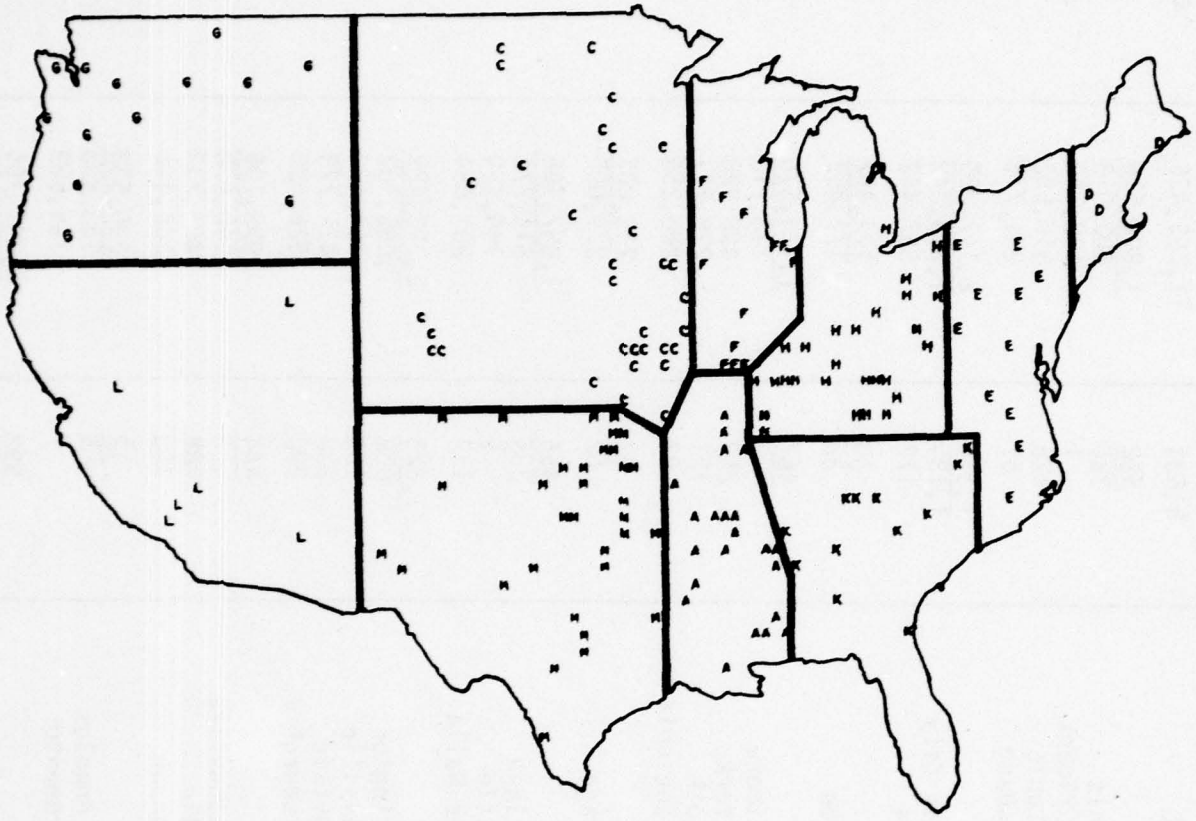
ACQUISITION (PRE-CONDEMNATION): DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Closest District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	11,755,475	427.58
LMVD	522	1,288,519	44.73
Memphis	326	602,073	22.54
New Orleans	1	138,118	3.69
St. Louis	128	316,552	11.00
Vicksburg	67	231,775	7.50
MRD	1,316	2,147,289	83.54
Kansas City	1,139	1,759,848	69.69
Omaha	177	387,442	13.85
NED	30	177,452	5.32
Boston	30	177,452	5.32
NAD	467	1,175,570	40.85
Baltimore	1	138,118	3.96
New York	253	490,983	18.30
Norfolk	121	278,211	9.90
Philadelphia	92	268,258	8.97
NCD	62	219,007	7.11
Chicago	62	219,007	7.11
NPD	456	1,057,198	37.22
Portland	335	615,775	23.06
Seattle	9	149,559	4.15
Walla Walla	112	291,864	10.01
ORD	1,326	2,398,429	90.85
Huntington	638	1,036,102	40.63
Louisville	160	364,462	12.90
Nashville	238	471,779	17.32
Pittsburgh	290	526,085	20.00
SAD	444	959,706	34.84
Jacksonville	3	140,978	3.80
Mobile	288	463,233	18.54
Savannah	153	355,495	12.50
SPD	12	290,538	7.96
Los Angeles	5	143,838	3.92
Sacramento	7	146,699	4.04
SWD	998	2,041,766	75.14
Albuquerque	234	452,075	16.84
Fort Worth	353	596,584	23.59
Galveston	12	152,859	4.33
Little Rock	5	143,248	3.91
Tulsa	394	697,001	26.48

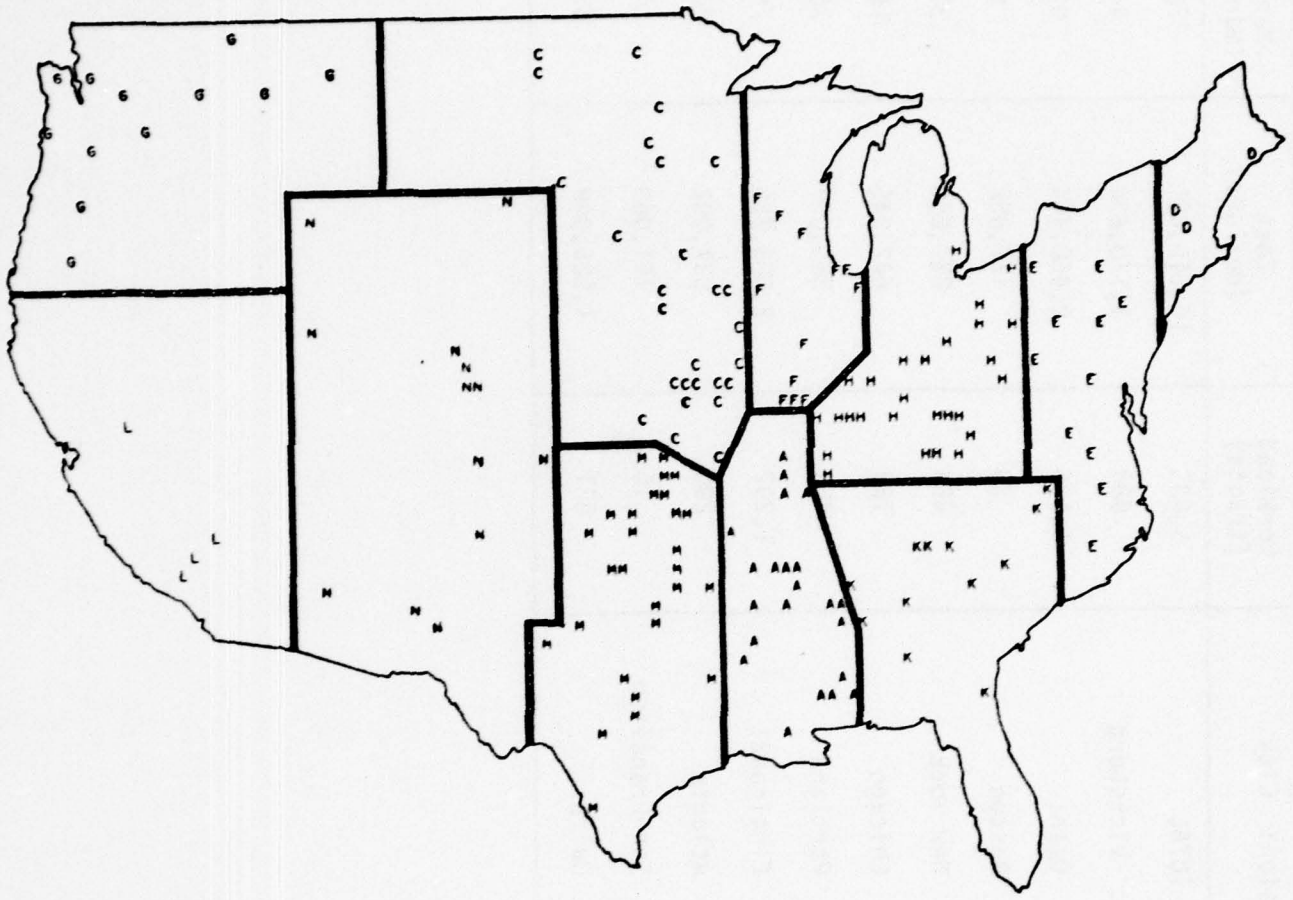
ACQUISITION (PRE-CONDEMNATION): CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Closest Division Office

Division: City	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	10,146,481	378.64
LMVD: Vicksburg	683	1,170,674	44.26
MRD: Omaha	1,436	2,468,434	92.79
NED: Boston	30	177,452	5.32
NAD: New York	468	837,250	31.67
NCD: Chicago	182	442,345	15.27
NPD: Portland	456	880,056	30.69
ORD: Cincinnati	1,202	2,005,250	76,59
SAD: Atlanta	290	537,002	20.27
SPD: San Francisco	15	161,069	4.54
SWD: Dallas	871	1,526,949	57.24

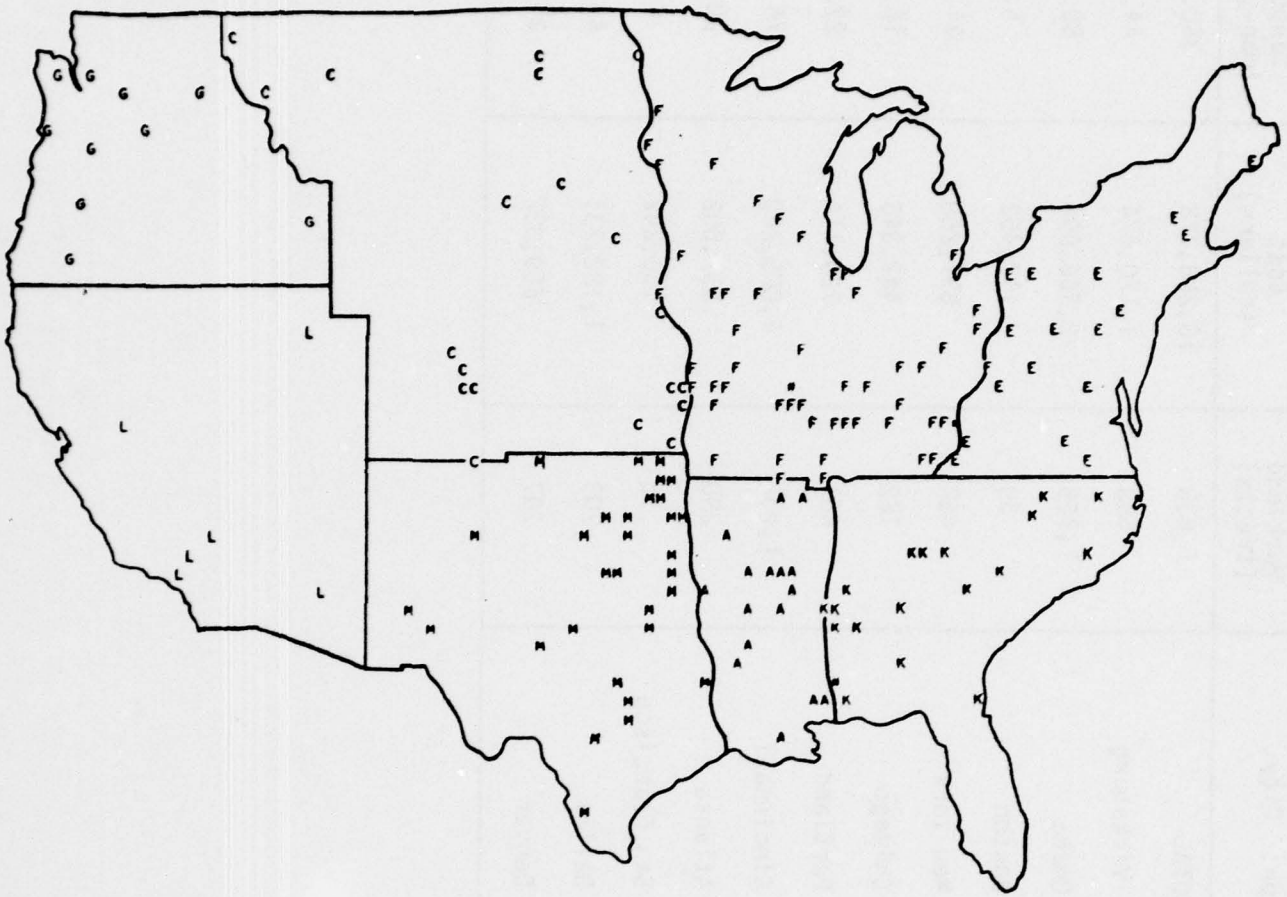
ACQUISITION (PRE-CONDEMNATION): CLOSEST DIVISION OFFICE ASSIGNMENT PLUS DENVER (11 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Closest Division Office With Denver

Division: City	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	10,208,778	380.86
LMVD: Vicksburg	683	1,170,674	44.26
MRD: Omaha	1,365	2,366,896	88.68
NED: Boston	30	117,452	5.32
NAD: New York	468	837,250	31.67
NCD: Chicago	182	442,345	15.27
NPD: Portland	401	724,114	27.14
ORD: Cincinnati	1,202	2,005,250	76.59
SAD: Atlanta	290	537,002	20.27
SPD: San Francisco	12	156,242	4.36
SWD: Dallas	703	1,182,231	45.40
Denver	297	609,322	21.90

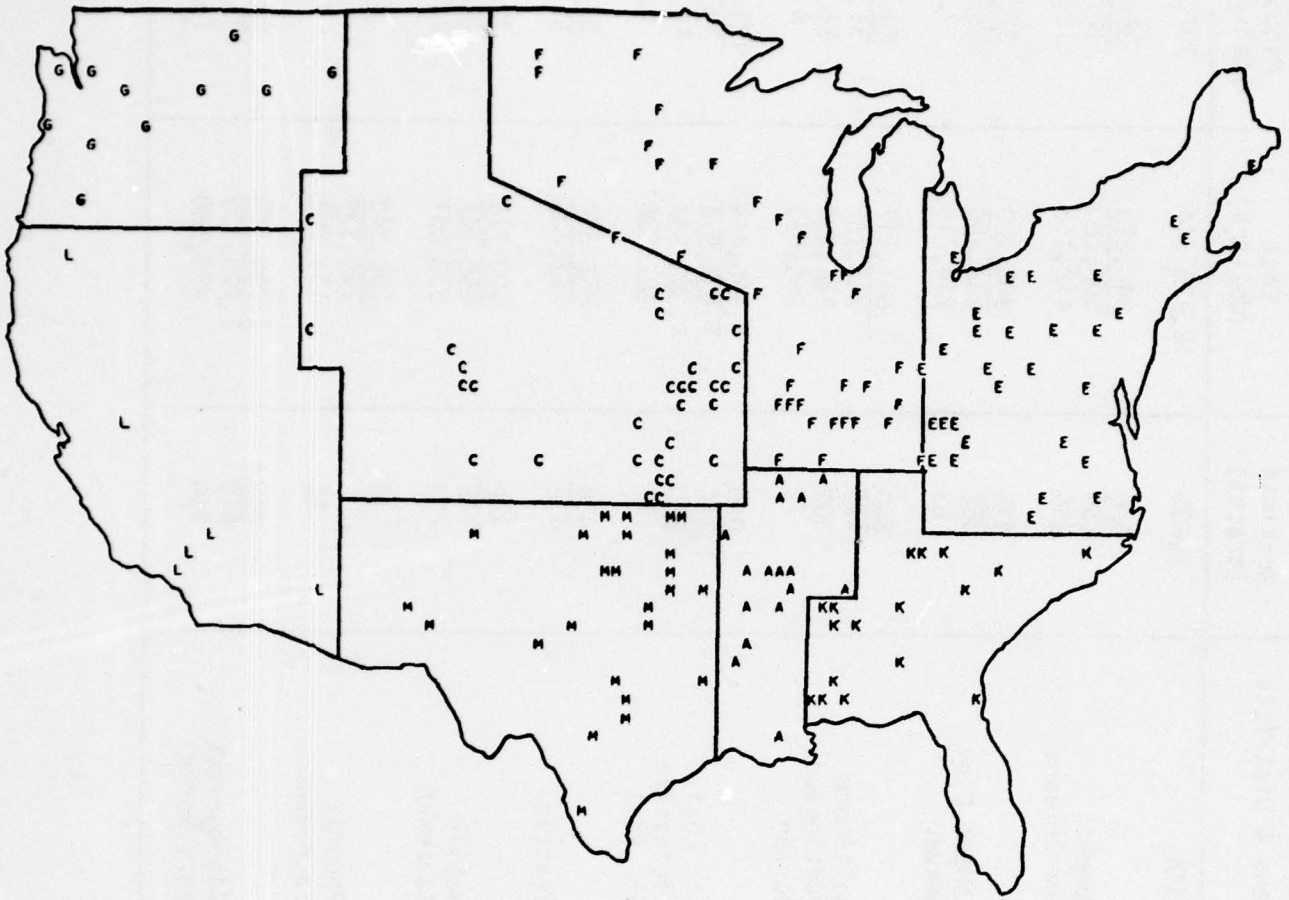
ACQUISITION (PRE-CONDEMNATION): PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: State

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	10,920,644	397.74
LMVD	496	948,293	35.29
Memphis	259	506,180	18.59
New Orleans	238	442,113	16.70
RMD	435	903,109	32.62
Kansas City	352	688,394	25.05
Denver	83	214,715	7.57
NAD	860	1,681,117	61.52
Baltimore	479	845,131	31.90
Huntington	309	581,333	21.59
Boston	72	254,653	8.03
NCD	2,080	3,530,449	133.03
St. Louis	1,196	1,934,874	73.47
Louisville	830	1,388,347	52.92
St. Paul	54	207,228	6.64
NPD	438	862,606	31.34
Seattle	438	862,606	31.34
SAD	440	900,218	32.71
Mobile	148	350,167	12.25
Savannah	292	550,051	20.46
SPD	15	296,343	8.15
Phoenix	3	140,339	3.79
Sacramento	12	156,004	4.36
SWD	869	1,798,509	63.08
Albuquerque	610	1,325,129	44.95
Fort Worth	259	473,380	18.13

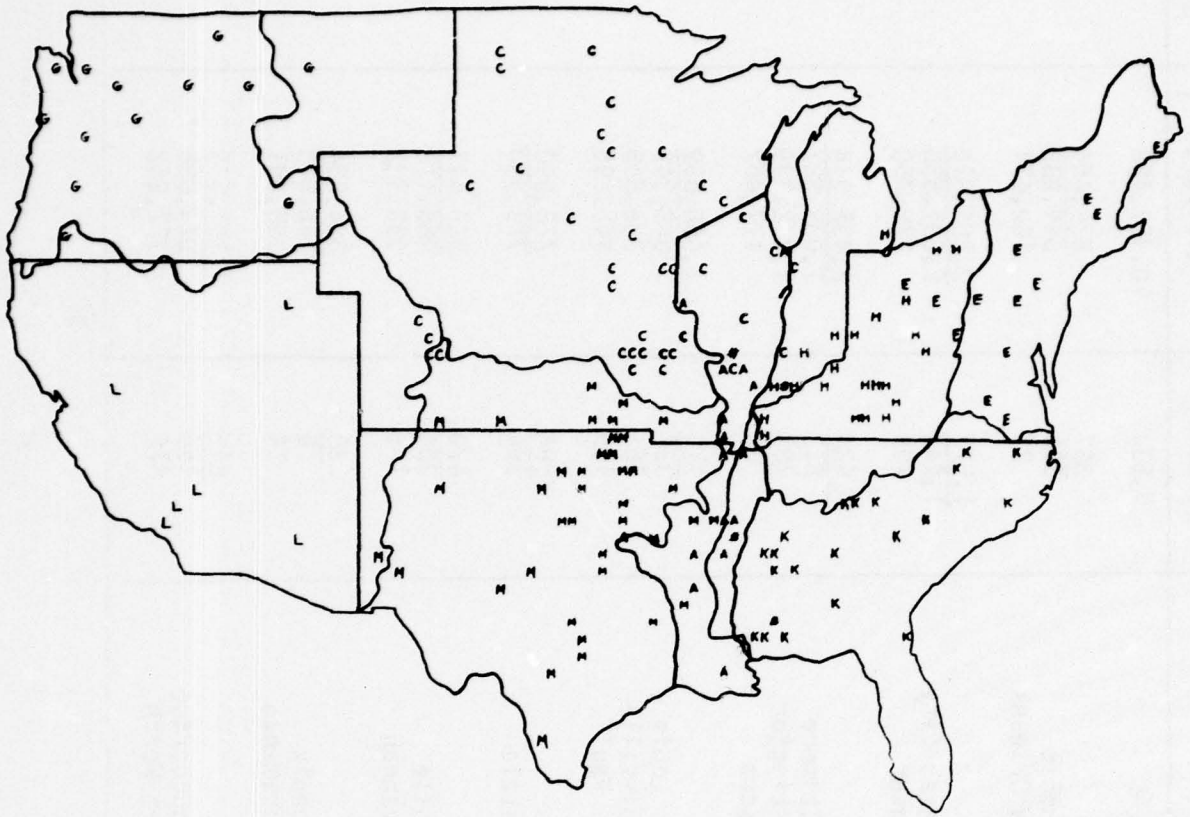
ACQUISITION (PRE-CONDEMNATION): PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Closest City in State Assignments

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	10,353,498	388.19
LMVD	387	829,456	29.72
Memphis	356	659,982	24.83
New Orleans	22	169,474	4.89
RMD	1,573	2,506,816	97.70
Kansas City	1,443	2,231,556	87.58
Denver	130	275,260	10.12
NAD	1,424	2,455,918	93.86
Baltimore	612	1,035,627	39.57
Huntington	782	1,242,839	48.97
Boston	30	177,452	5.32
NCD	714	1,456,899	52.90
St. Louis	354	645,349	24.12
Louisville	161	365,555	12.95
St. Paul	199	445,995	15.93
NPD	394	778,990	28.39
Seattle	394	778,990	28.39
SAD	479	869,447	33.15
Mobile	304	486,115	19.46
Savannah	175	383,332	13.69
SPD	20	304,634	8.49
Phoenix	6	146,543	4.00
Sacramento	14	158,091	4.49
SWD	642	1,151,338	43.98
Albuquerque	166	374,086	13.26
Fort Worth	476	777,252	30.72

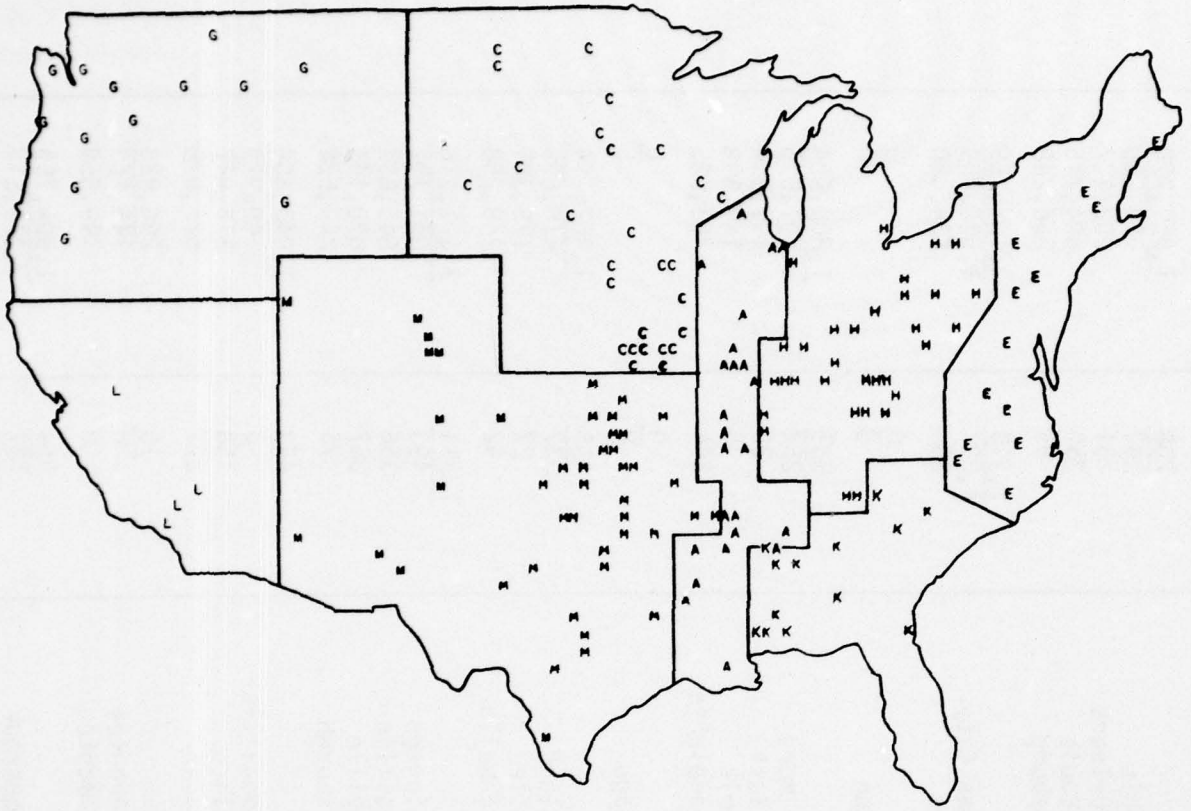
ACQUISITION (PRE-CONDEMNATION): EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Reassign Boston and Chicago only

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	11,756,530	424.92
LMVD	708	1,559,770	55.60
Memphis	292	554,280	20.57
New Orleans	81	252,527	8.33
St. Louis	250	494,715	18.14
Vicksburg	85	258,248	8.56
MRD	1,315	2,161,259	83.73
Kansas City	1,007	1,576,809	62.04
Omaha	308	584,450	21.69
NED	0	0	0.00
Boston	0	0	0.00
NAD	531	1,308,904	45.32
Baltimore	252	497,076	18.25
New York	30	192,354	5.37
Norfolk	5	143,839	3.92
Philadelphia	244	485,635	17.78
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	456	1,062,194	37.35
Portland	337	618,635	23.18
Seattle	27	175,301	5.20
Walla Walla	92	268,258	8.97
ORD	1,311	2,421,216	90.55
Huntington	493	841,732	32.22
Louisville	356	645,807	24.28
Nashville	387	690,141	26.08
Pittsburgh	75	243,536	7.97
SAD	443	1,043,604	36.58
Jacksonville	3	140,979	3.80
Mobile	168	376,947	13.37
Savannah	272	525,678	19.41
SPD	15	294,828	8.13
Los Angeles	6	145,269	3.98
Sacramento	9	149,559	4.15
SWD	854	1,904,755	67.69
Albuquerque	167	375,517	13.32
Fort Worth	182	396,968	14.19
Galveston	0	136,688	3.63
Little Rock	5	143,839	3.92
Tulsa	500	851,743	32.63

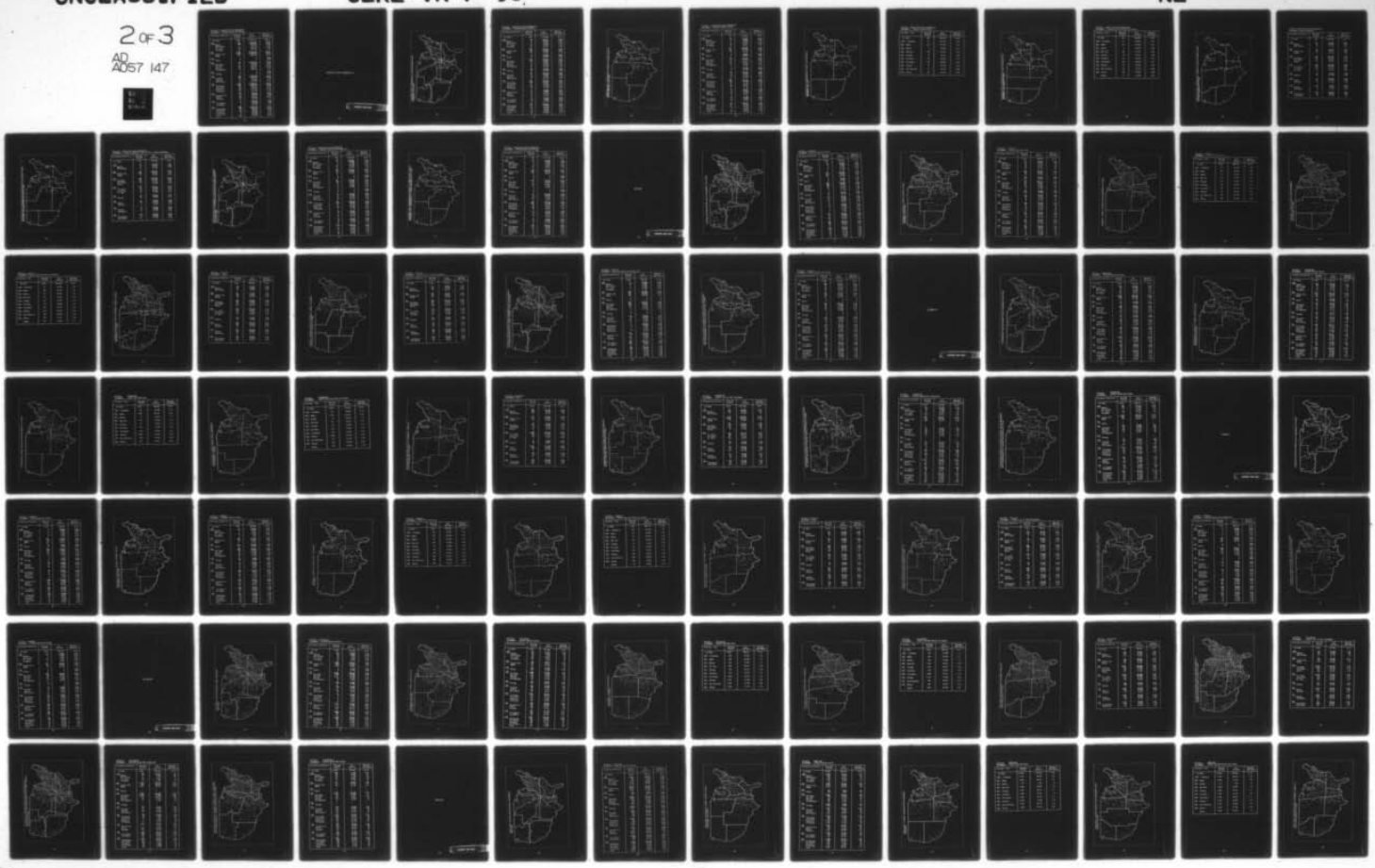
ACQUISITION (PRE-CONDEMNATION): DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



AD-A057 147 CONSTRUCTION ENGINEERING RESEARCH LAB (ARMY) CHAMPAI--ETC F/G 5/1
REAL ESTATE ORGANIZATION ANALYSIS USING THE REAL ESTATE MODEL O--ETC(U)
JUL 78 C P ALTHEIDE

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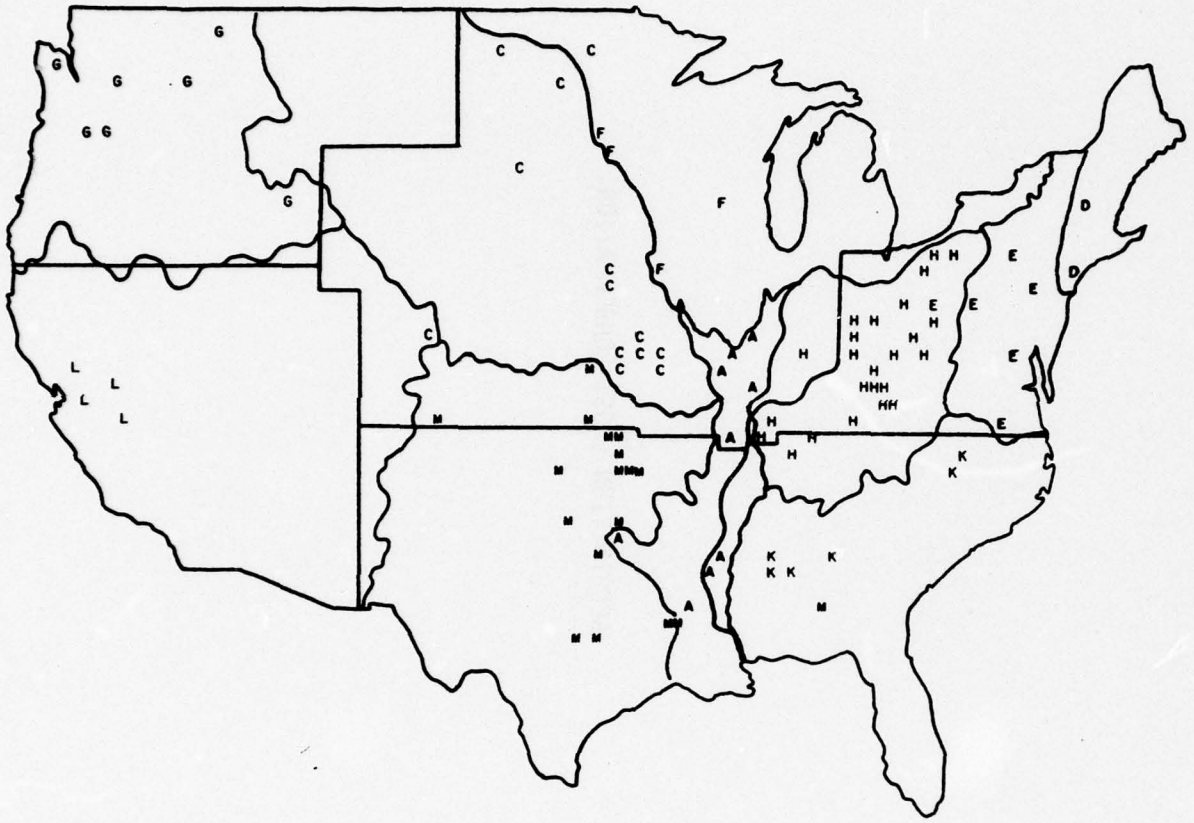
ACTIVITY: Acquisition Pre-Condemnation
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	5,633	11,502,217	420.73
LMVD	543	1,318,092	45.96
Memphis	326	602,073	25.54
New Orleans	1	138,118	3.69
St. Louis	149	346,126	12.23
Vicksburg	67	231,775	7.50
MRD	1,356	2,214,158	86.10
Kansas City	1,139	1,759,848	69.69
Omaha	217	454,310	16.41
NED	0	0	0.00
Boston	0	0	0.00
NAD	497	1,221,236	42.60
Baltimore	1	138,118	3.69
New York	283	536,649	20.04
Norfolk	121	278,211	9.90
Philadelphia	92	268,258	8.97
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	456	1,057,198	37.22
Portland	335	615,775	23.06
Seattle	9	149,559	4.15
Walla Walla	112	291,864	10.01
ORD	1,327	2,399,521	90.90
Huntington	638	1,036,102	40.63
Louisville	161	265,555	12.95
Nashville	238	471,779	17.32
Pittsburgh	290	526,085	20.00
SAD	444	959,707	34.84
Jacksonville	3	140,979	3.80
Mobile	288	463,233	18.54
Savannah	153	355,495	12.50
SPD	12	290,538	7.96
Los Angeles	5	143,839	3.92
Sacramento	7	146,699	4.04
SWD	998	2,041,767	72.15
Albuquerque	234	452,075	16.84
Fort Worth	353	596,584	23.59
Galveston	12	152,859	4.33
Little Rock	5	143,248	3.91
Tulsa	394	697,001	26.48

ACQUISITION (POST-CONDEMNATION)

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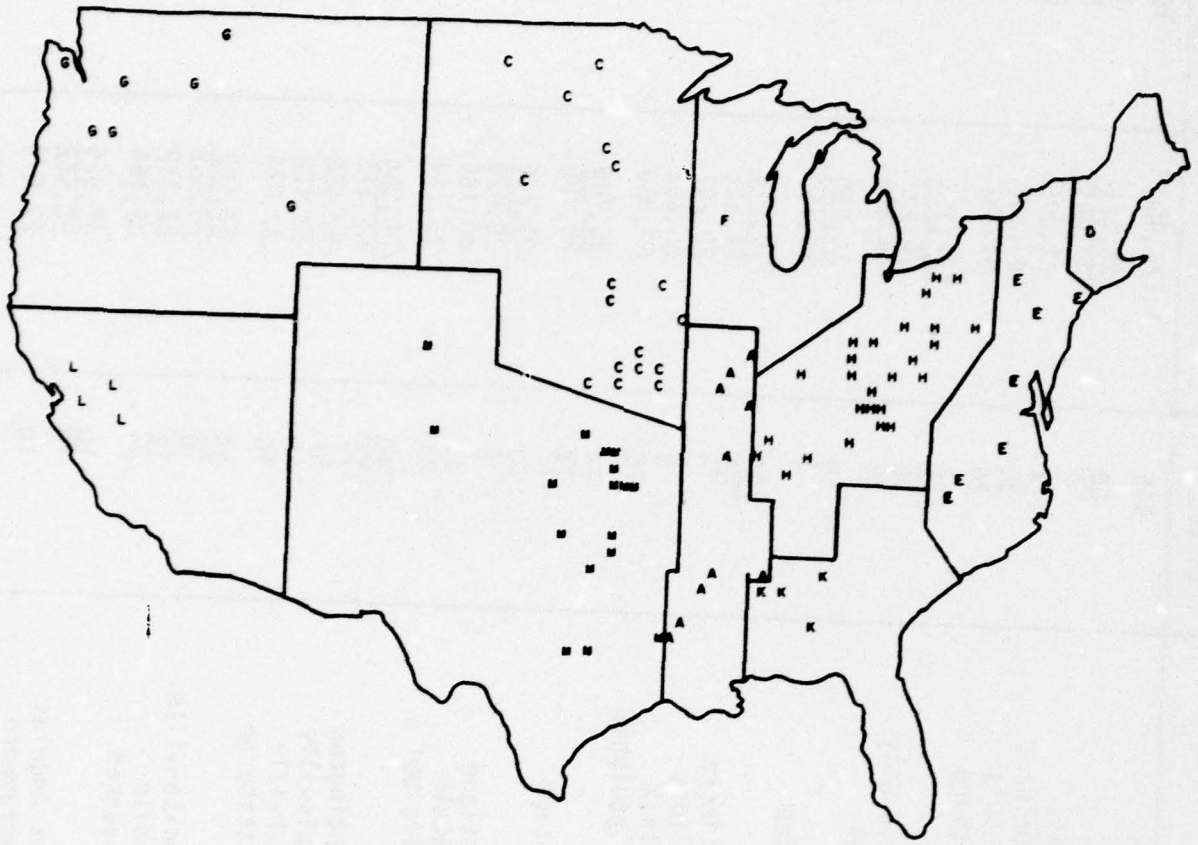
ACQUISITION (POST-CONDEMNATION): EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	1,171,900	36.97
LMVD	68	125,721	3.29
Memphis	2	22,096	0.39
New Orleans	2	22,096	0.39
St. Louis	38	44,498	1.43
Vicksburg	26	37,031	1.08
MRD	128	121,355	4.37
Kansas City	90	76,857	2.94
Omaha	38	44,498	1.43
NED	8	25,830	0.56
Boston	8	25,830	0.56
NAD	144	173,015	5.49
Baltimore	66	61,922	2.24
New York	0	20,852	0.33
Norfolk	0	20,852	0.33
Philadelphia	78	69,389	2.59
NCD	24	35,786	1.03
Chicago	24	35,786	1.03
NPD	63	101,759	2.82
Portland	8	25,830	0.56
Seattle	32	40,765	1.26
Walla Walla	23	35,164	1.00
ORD	236	230,264	8.16
Huntington	115	92,414	3.67
Louisville	51	52,588	1.81
Nashville	60	58,188	2.07
Pittsburgh	10	27,074	0.62
SAD	35	63.483	2.01
Jacksonville	0	20,852	0.33
Mobile	12	28,319	0.68
Savannah	23	35,164	1.00
SPD	10	47,926	0.95
Los Angeles	0	20,852	0.33
Sacramento	10	27,074	0.62
SWD	229	246,761	8.29
Albuquerque	1	21,474	0.36
Fort Worth	100	83,080	3.23
Galveston	0	20,852	0.33
Little Rock	30	39,520	1.20
Tulsa	98	81,835	3.17

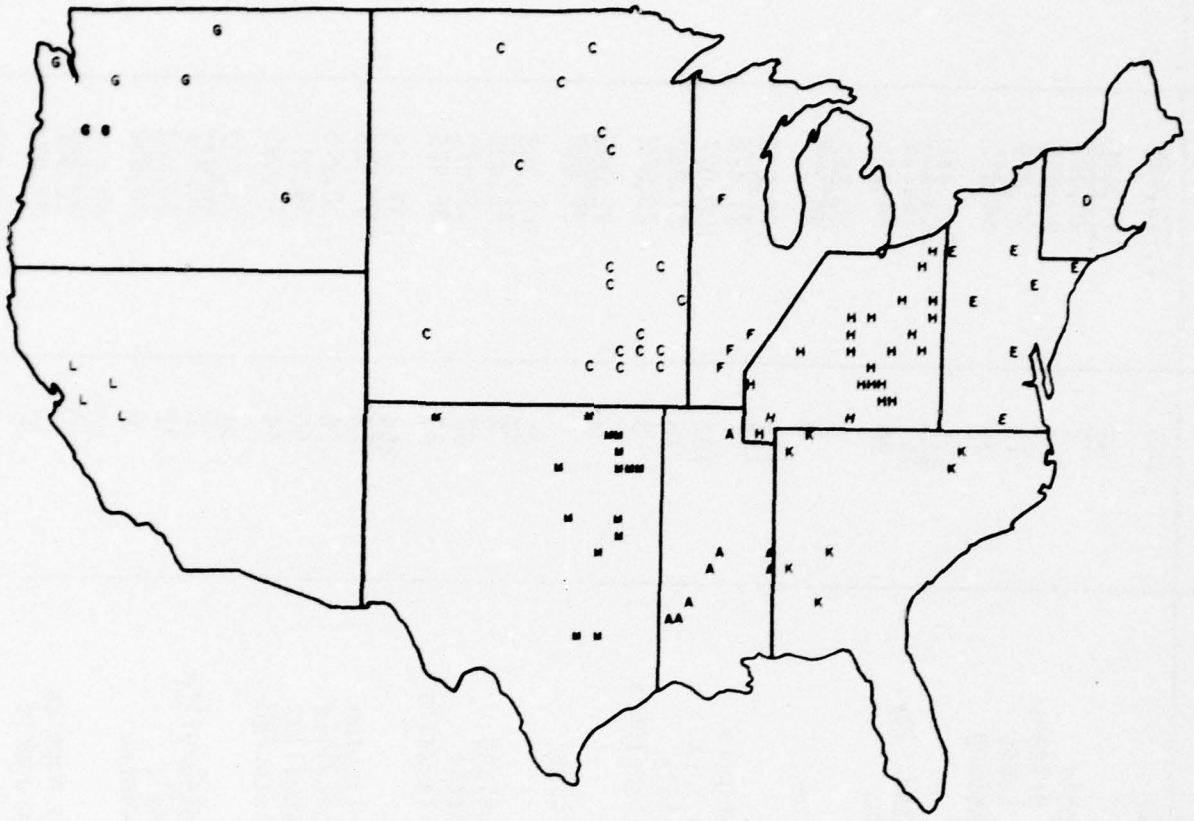
ACQUISITION (POST - CONDEMNATION): DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Closest District Office

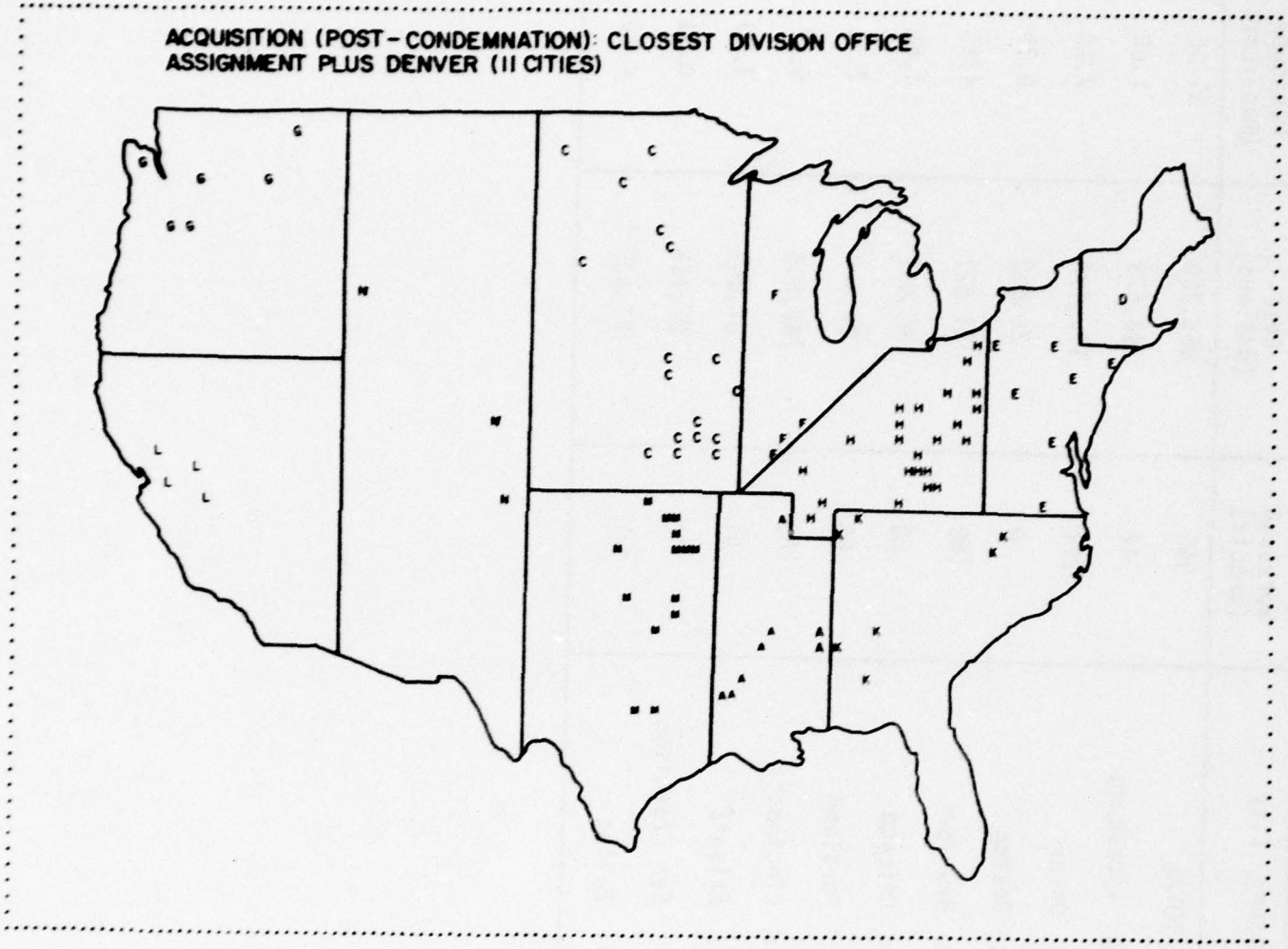
Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	1,158,466	36.46
LMVD	55	115,635	2.87
Memphis	2	22,096	0.39
New Orleans	0	20,852	0.33
St. Louis	19	32,675	0.88
Vicksburg	34	40,012	1.27
MRD	211	163,986	6.64
Kansas City	161	119,230	5.00
Omaha	50	44,756	1.64
NED	0	20,852	0.33
Boston	0	20,852	0.33
NAD	152	170,215	5.62
Baltimore	1	21,474	0.36
New York	133	100,027	4.19
Norfolk	18	27,862	0.74
Philadelphia	0	20,852	0.33
NCD	2	22,096	0.39
Chicago	2	22,096	0.39
NPD	63	101,286	2.80
Portland	8	25,830	0.56
Seattle	30	39,520	1.20
Walla Walla	25	35,936	1.04
ORD	254	237,218	8.64
Huntington	124	97,106	3.93
Louisville	26	36,976	1.08
Nashville	60	58,041	2.07
Pittsburgh	44	45,095	1.56
SAD	26	74,537	1.68
Jacksonville	0	20,852	0.33
Mobile	26	32,833	1.02
Savannah	0	20,852	0.33
SPD	10	47,926	0.95
Los Angeles	0	20,952	0.33
Sacramento	10	27,074	0.62
SWD	172	204,715	6.54
Albuquerque	11	24,538	0.58
Fort Worth	107	85,807	3.42
Galveston	5	23,330	0.46
Little Rock	0	20,852	0.33
Tulsa	49	50,188	1.75

ACQUISITION (POST-CONDEMNATION): CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Closest Division Office

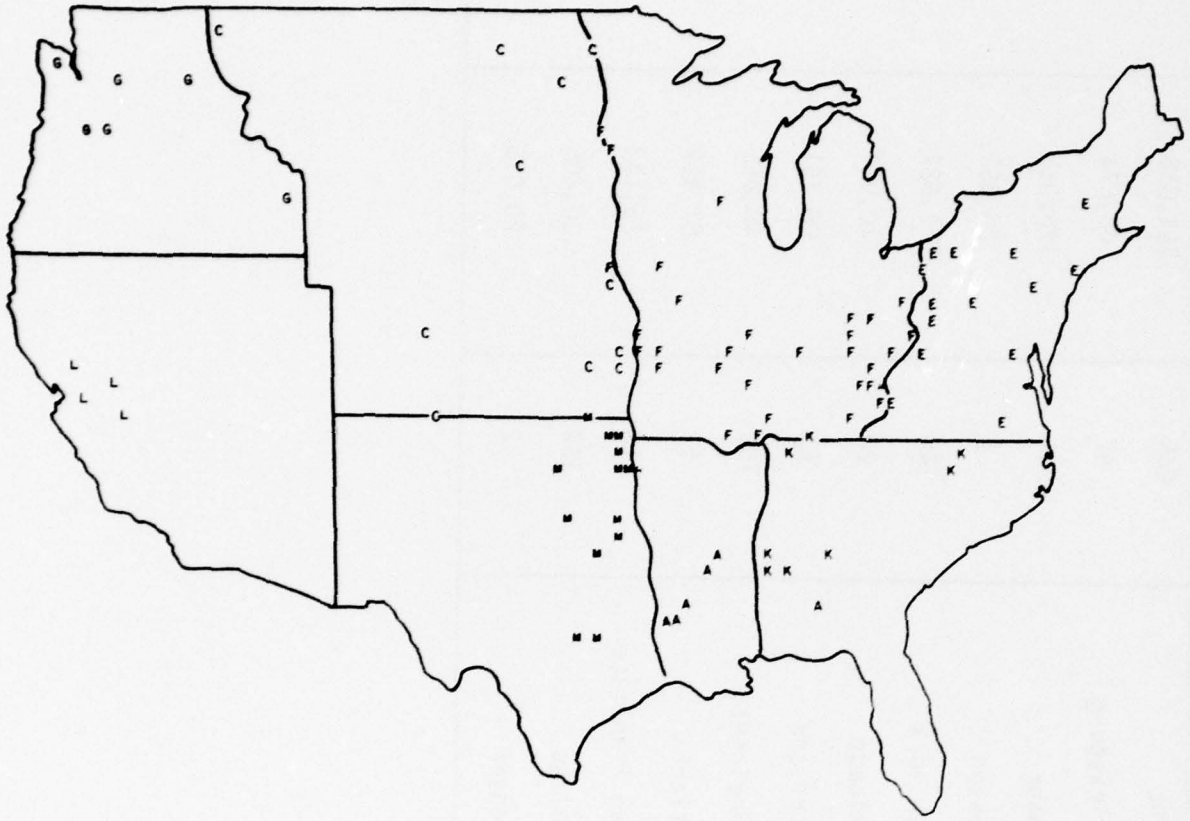
Division: City	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	853,220	31.56
LMVD: Vicksburg	47	48,673	1.65
MRD: Omaha	221	177,178	7.10
NED: Boston	0	20,852	0.33
NAD: New York	148	111,627	4.65
NCD: Chicago	20	40,917	1.08
NPD: Portland	63	69,687	2.31
ORD: Cincinnati	185	148,855	5.87
SAD: Atlanta	91	87,859	3.10
SPD: San Francisco	10	26,143	0.58
SWD: Dallas	160	121,429	4.89


ACQUISITION (POST-CONDEMNATION): CLOSEST DIVISION OFFICE
ASSIGNMENT PLUS DENVER (11 CITIES)

ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Closest Division Office Plus Denver

Division: City	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	864,856	31.69
LMVD: Vicksburg	47	48,674	1.65
MRD: Omaha	211	170,955	6.81
NED: Boston	0	20,852	0.33
NAD: New York	148	111,627	4.65
NCD: Chicago	20	40,917	1.08
NPD: Portland	62	68,751	2.27
ORD: Cincinnati	185	.48,855	5.87
SAD: Atlanta	91	87,859	3.10
SPD: San Francisco	10	26,143	0.58
SWD: Dallas	159	120,205	4.85
Denver	12	20,018	0.50

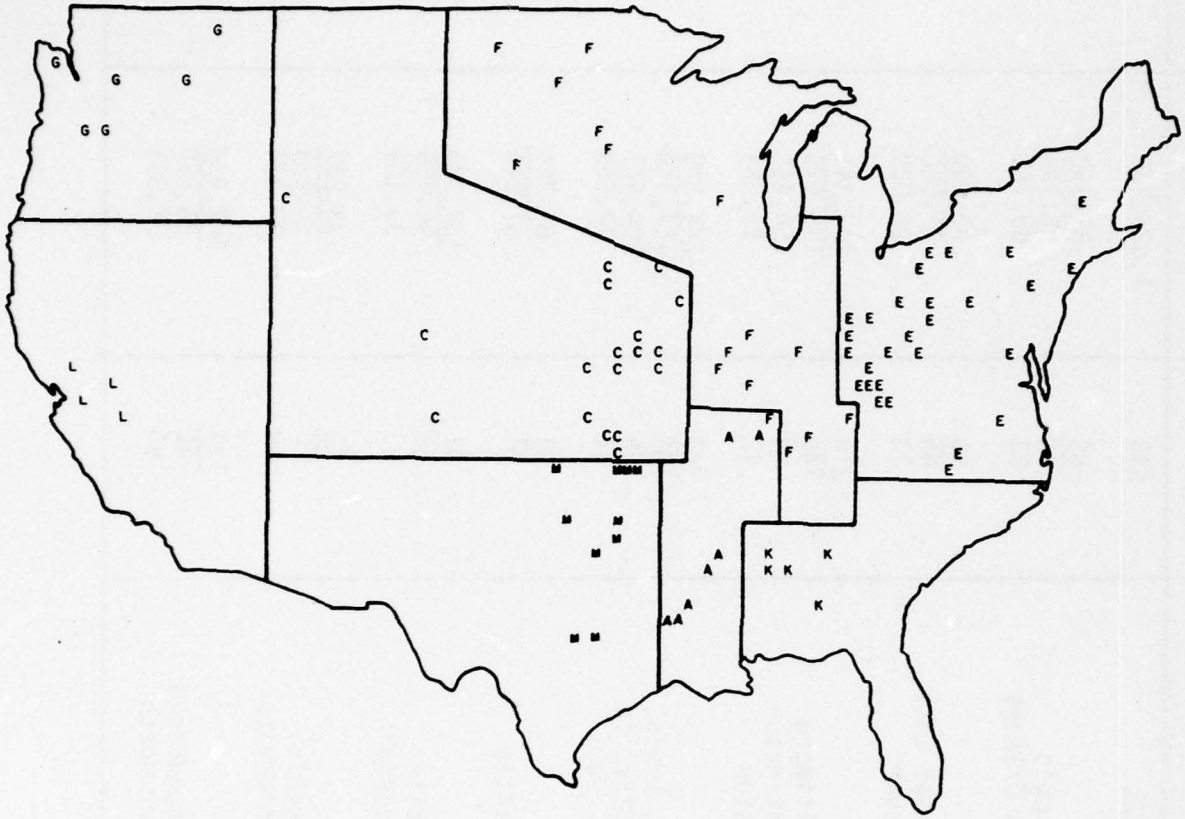
ACQUISITION (POST-CONDEMNATION): PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: State Assignments

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	1,026,856	34.51
LMVD	65	87,358	2.60
Memphis	42	52,196	1.63
New Orleans	23	35,162	0.97
RMD	98	99,049	3.41
Kansas City	85	77,020	2.86
Denver	13	22,029	0.55
NAD	214	203,341	7.25
Baltimore	148	118,935	4.65
Huntington	54	54,455	1.90
Boston	12	29,951	0.70
NCD	267	244,208	8.88
St. Louis	133	117,169	4.35
Louisville	118	104,471	3.91
St. Paul	16	22,568	0.62
NPD	61	67,244	2.28
Seattle	61	67,244	2.28
SAD	91	129,923	3.86
Mobile	68	94,759	2.86
Savannah	23	35,164	1.00
SPD	10	33,297	0.91
Phoenix	0	6,223	0.29
Sacramento	10	27,074	0.62
SWD	139	162,436	5.32
Albuquerque	46	84,555	2.31
Fort Worth	93	77,881	3.01

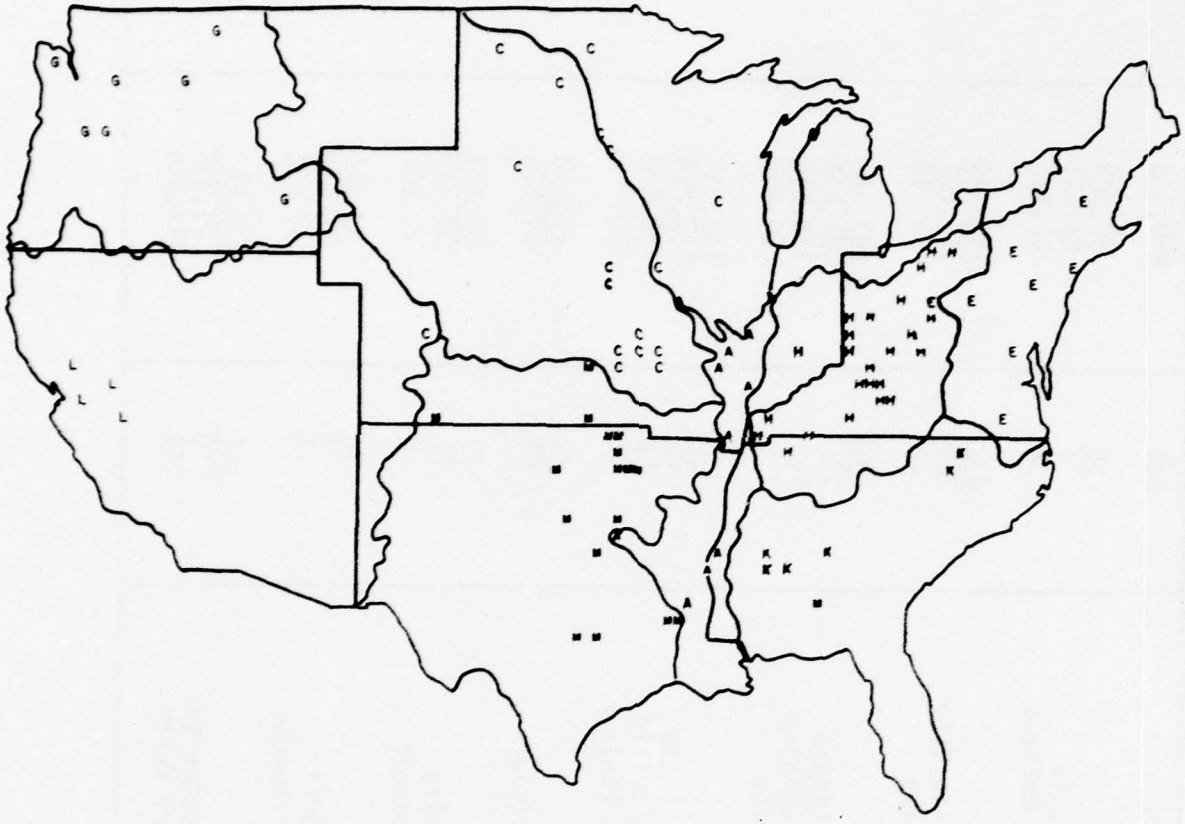
ACQUISITION (POST-CONDEMNATION): PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Closest Assignments Using Cities in State Assignments

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	950,648	33.04
LMVD	39	66,369	1.76
Memphis	5	24,131	0.48
New Orleans	34	42,238	1.28
RMD	212	169,140	6.72
Kansas City	200	149,122	6.22
Denver	12	20,018	0.50
NAD	320	267,156	10.30
Baltimore	152	121,516	4.76
Huntington	160	119,810	4.98
Boston	8	25,830	0.56
NCD	130	145,357	4.77
St. Louis	21	34,019	0.94
Louisville	82	82,898	2.91
St. Paul	27	28,440	0.92
NPD	62	67,526	2.31
Seattle	62	67,526	2.31
SAD	27	54,307	1.38
Mobile	27	33,455	1.05
Savannah	0	20,852	0.33
SPD	10	47,926	0.95
Phoenix	0	20,852	0.33
Sacramento	10	27,074	0.62
SWD	145	132,867	4.85
Albuquerque	0	20,852	0.33
Fort Worth	145	112,015	4.52

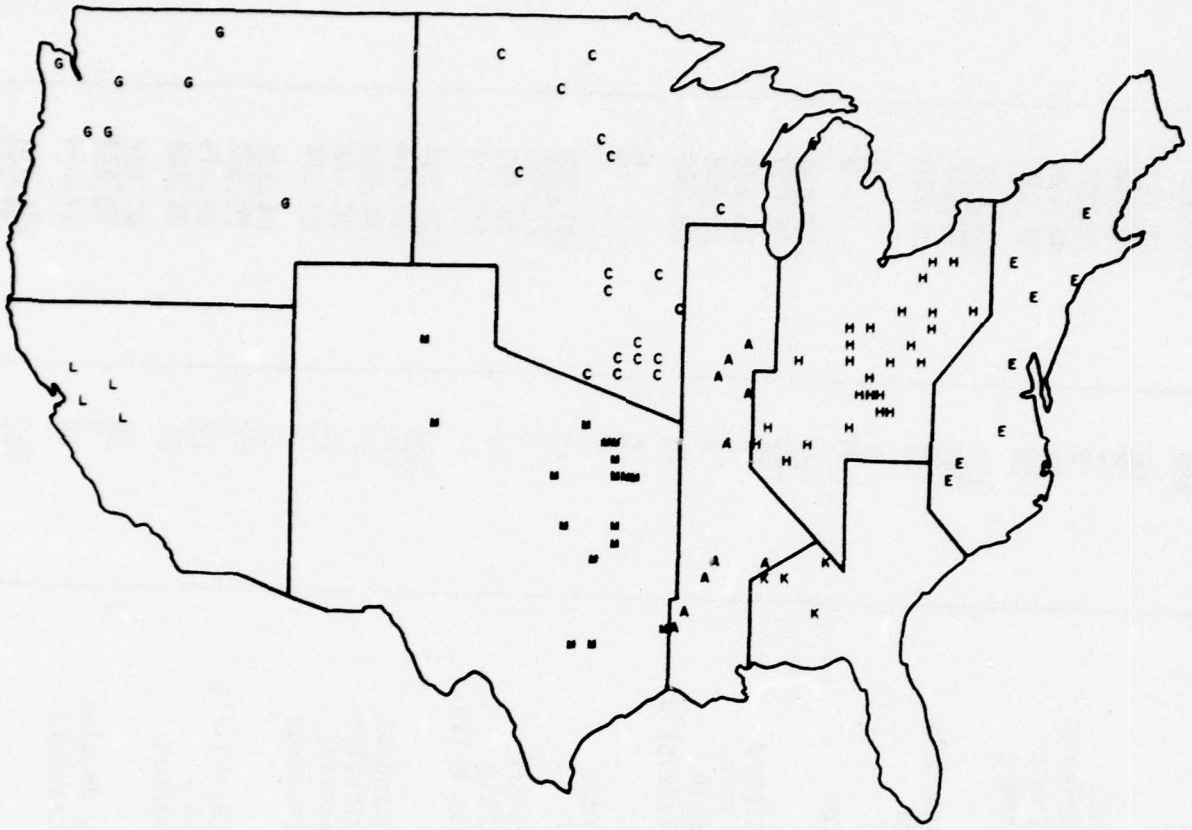
ACQUISITION (POST-CONDEMNATION): EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Reassign Boston and Chicago only

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	1,143,962	36.18
LMVD	68	125,721	3.29
Memphis	2	22,096	0.39
New Orleans	2	22,096	0.39
St. Louis	38	44,498	1.43
Vicksburg	26	37,031	1.08
MRD	152	129,597	4.94
Kansas City	90	76,857	2.94
Omaha	62	52,740	2.00
NED	0	0	0.00
Boston	0	0	0.00
NAD	152	177,599	5.72
Baltimore	66	61,922	2.24
New York	8	25,436	0.56
Norfolk	0	20,852	0.33
Philadelphia	78	69,389	2.59
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	63	101,759	2.82
Portland	8	25,830	0.56
Seattle	32	40,765	1.26
Walla Walla	23	35,164	1.00
ORD	236	230,264	8.16
Huntington	115	92,414	3.66
Louisville	51	52,588	1.81
Nashville	60	58,188	2.07
Pittsburgh	10	27,074	0.62
SAD	35	84,335	2.01
Jacksonville	0	20,852	0.33
Mobile	12	28,319	0.68
Savannah	23	35,164	1.00
SPD	10	47,926	0.95
Los Angeles	0	20,852	0.33
Sacramento	10	27,074	0.62
SWD	229	246,761	8.29
Albuquerque	1	21,474	0.36
Fort Worth	100	83,080	3.23
Galveston	0	20,852	0.33
Little Rock	30	39,520	1.20
Tulsa	98	81,835	3.17

ACQUISITION (POST-CONDEMNATION): DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



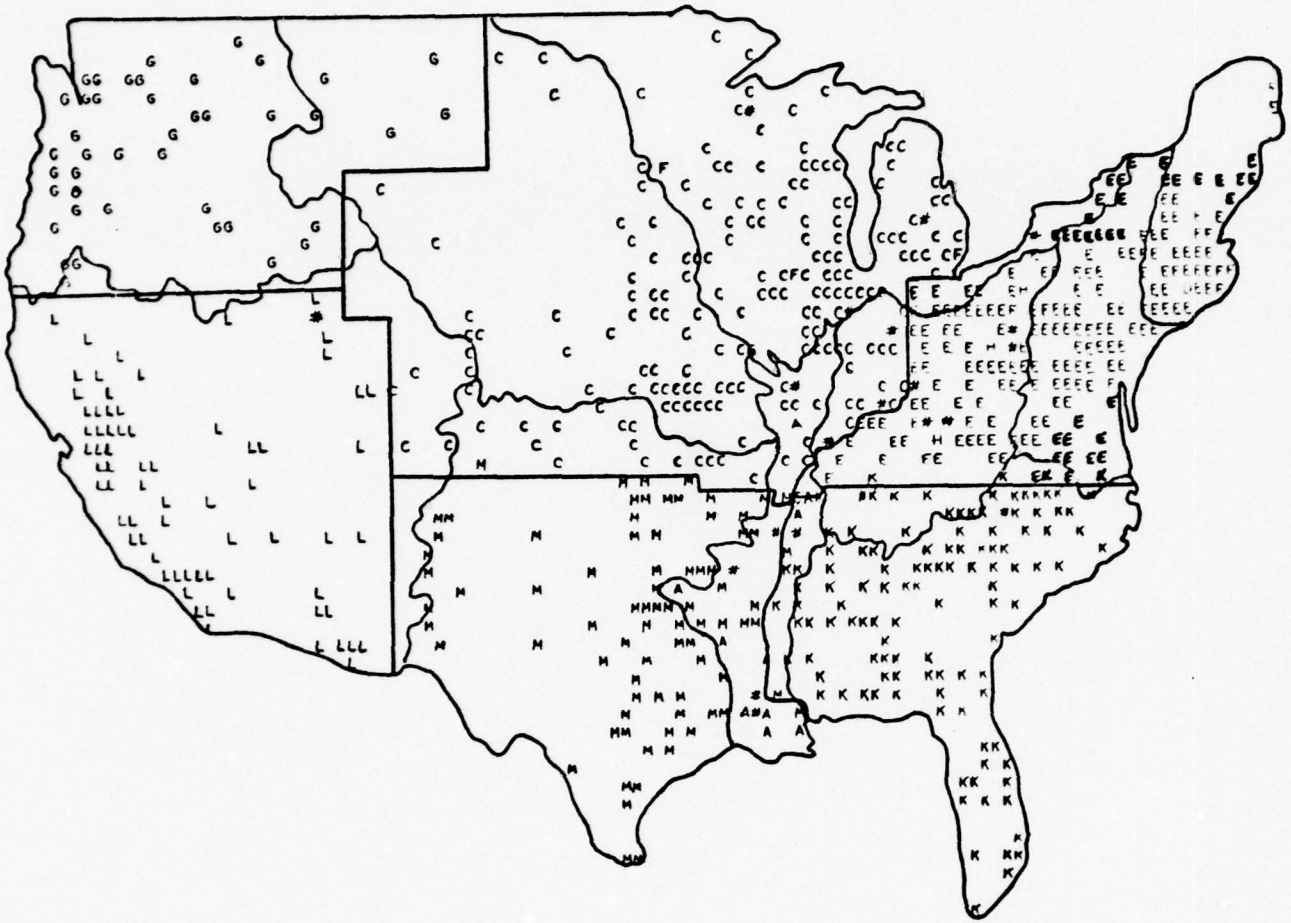
ACTIVITY: Acquisition Post-Condemnation
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (tracts)	Cost (dollars)	Manpower (man-years)
CE TOTAL	945	1,117,279	35.81
LMVD	55	115,635	2.87
Memphis	2	22,096	0.39
New Orleans	0	20,852	0.33
St. Louis	19	32,675	0.88
Vicksburg	34	40,012	1.27
MRD	213	165,747	6.71
Kansas City	161	119,230	5.00
Omaha	52	46,517	1.71
NED	0	0	0.00
Boston	0	0	0.00
NAD	152	170,215	5.62
Baltimore	1	21,474	0.36
New York	133	100,027	4.19
Norfolk	18	27,862	0.74
Philadelphia	0	20,852	0.33
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	63	101,286	2.80
Portland	8	25,830	0.56
Seattle	30	39,520	1.20
Walla Walla	25	35,936	1.04
ORD	254	237,218	8.64
Huntington	124	97,106	3.93
Louisville	26	36,976	1.08
Nashville	60	58,041	2.07
Pittsburgh	44	45,095	1.56
SAD	26	74,537	1.68
Jacksonville	0	20,852	0.33
Mobile	26	32,833	1.02
Savannah	0	20,852	0.33
SPD	10	47,926	0.95
Los Angeles	0	20,852	0.33
Sacramento	10	27,074	0.62
SWD	172	204,715	6.54
Albuquerque	11	24,538	0.58
Fort Worth	107	85,807	3.42
Galveston	5	23,330	0.46
Little Rock	0	20,852	0.33
Tulsa	49	50,188	1.75

INLEASING

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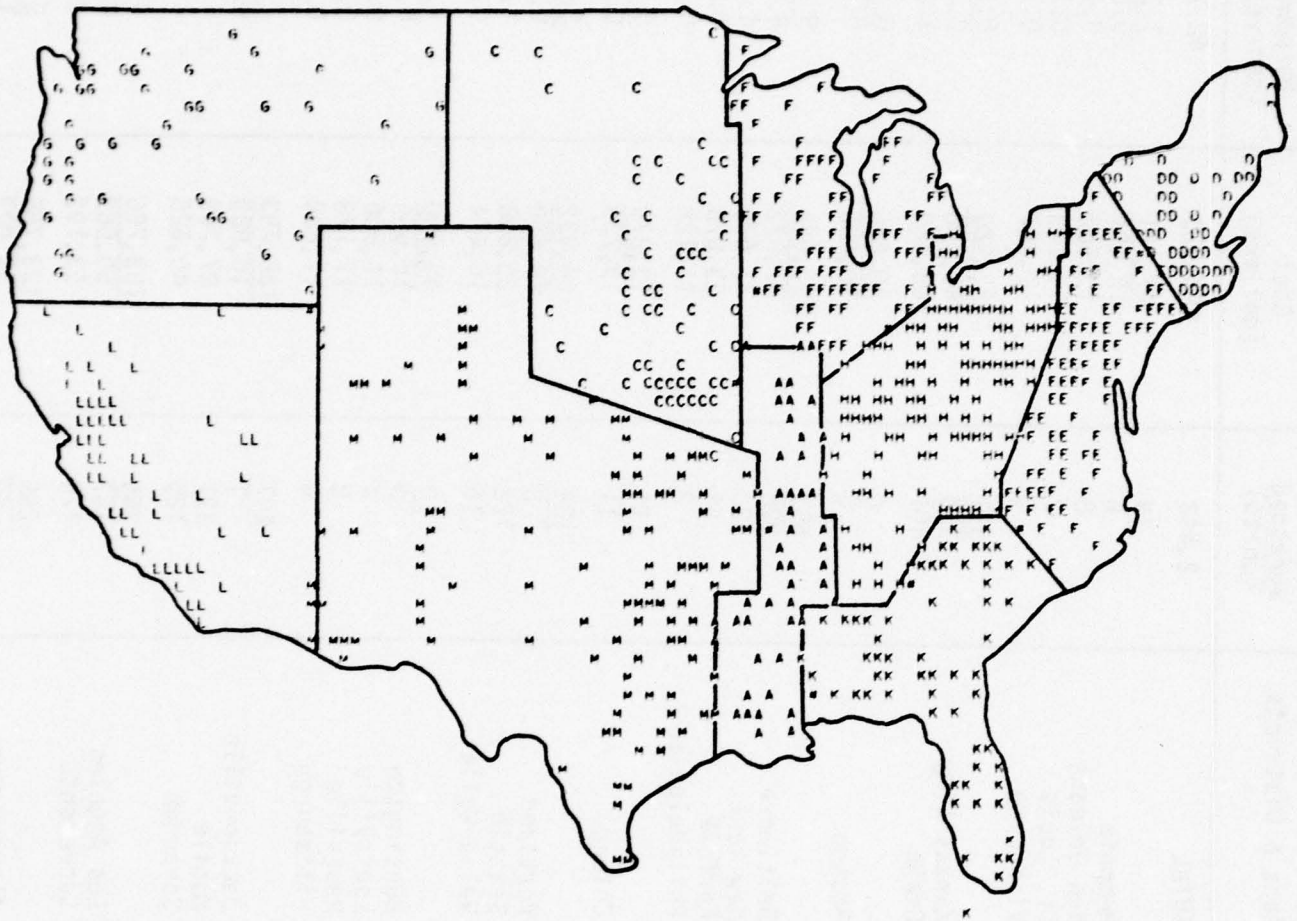
INLEASING: EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: Existing District Office

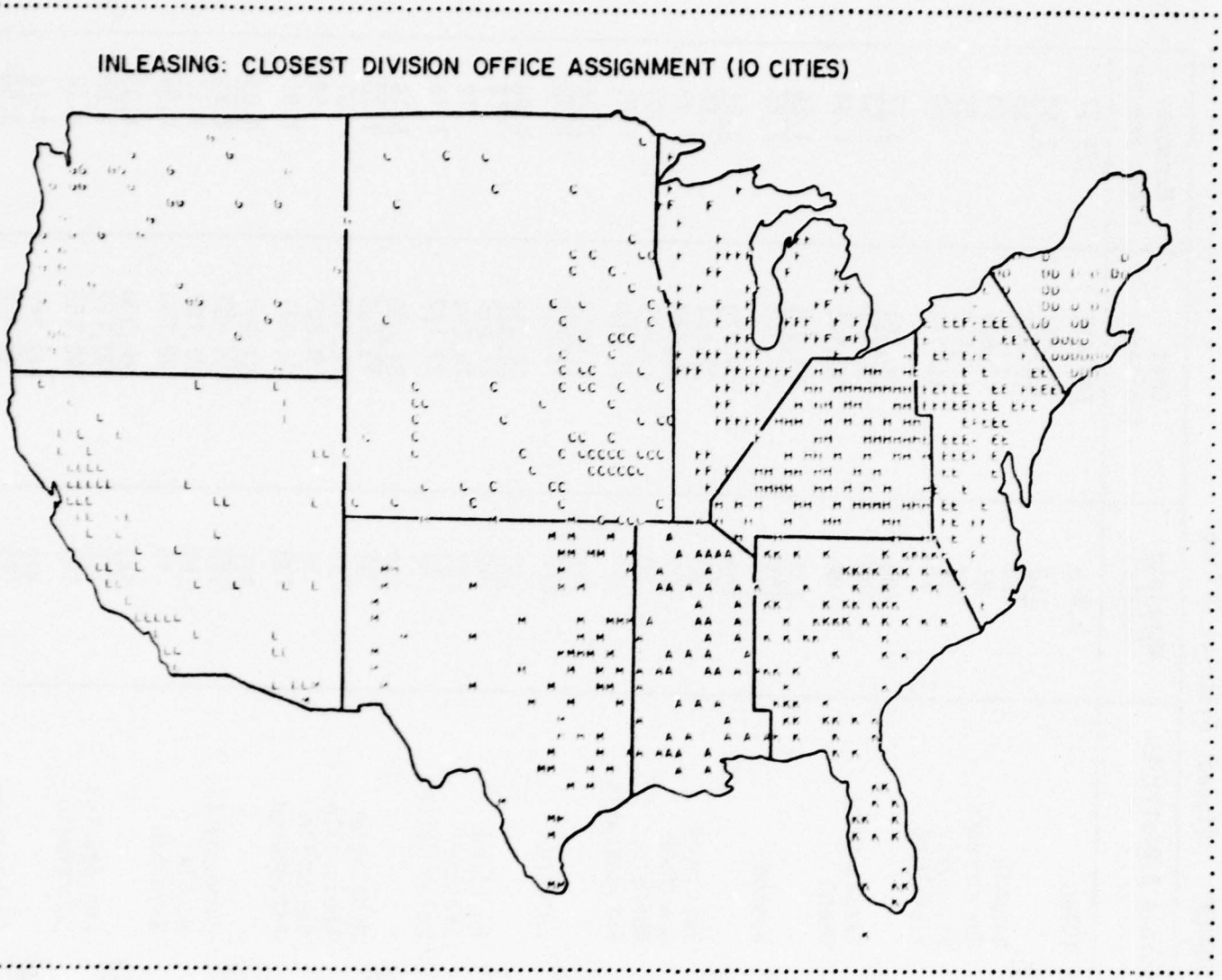
Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,448	893,922	42.19
LMVD	19	47,141	1.37
Memphis	6	12,084	0.36
New Orleans	8	12,562	0.39
St. Louis	2	11,128	0.30
Vicksburg	3	11,367	0.32
MRD	551	152,989	8.26
Kansas City	150	46,500	2.37
Omaha	401	106,489	5.89
NED	0	10,650	0.27
Boston	0	10,650	0.27
NAD	632	193,648	9.93
Baltimore	298	81,872	4.44
New York	280	77,570	4.19
Norfolk	52	23,078	1.00
Philadelphia	2	11,128	0.30
NCD	11	13,279	0.43
Chicago	11	13,279	0.43
NPD	138	64,932	2.75
Portland	0	10,650	0.27
Seattle	122	39,808	1.98
Walla Walla	16	14,474	0.50
ORD	10	44,990	1.23
Huntington	0	10,650	0.27
Louisville	4	11,606	0.33
Nashville	2	11,128	0.30
Pittsburgh	4	11,606	0.33
SAD	447	138,783	7.08
Jacksonville	1	10,889	0.29
Mobile	321	87,369	4.77
Savannah	125	40,525	2.02
SPD	345	103,755	5.37
Los Angeles	167	50,563	2.61
Sacramento	178	53,192	2.76
SWD	295	123,755	5.50
Albuquerque	98	34,072	1.65
Fort Worth	112	37,418	1.84
Galveston	44	21,166	0.89
Little Rock	15	14,235	0.48
Tulsa	26	16,864	0.64

INLEASING: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: Closest District Office

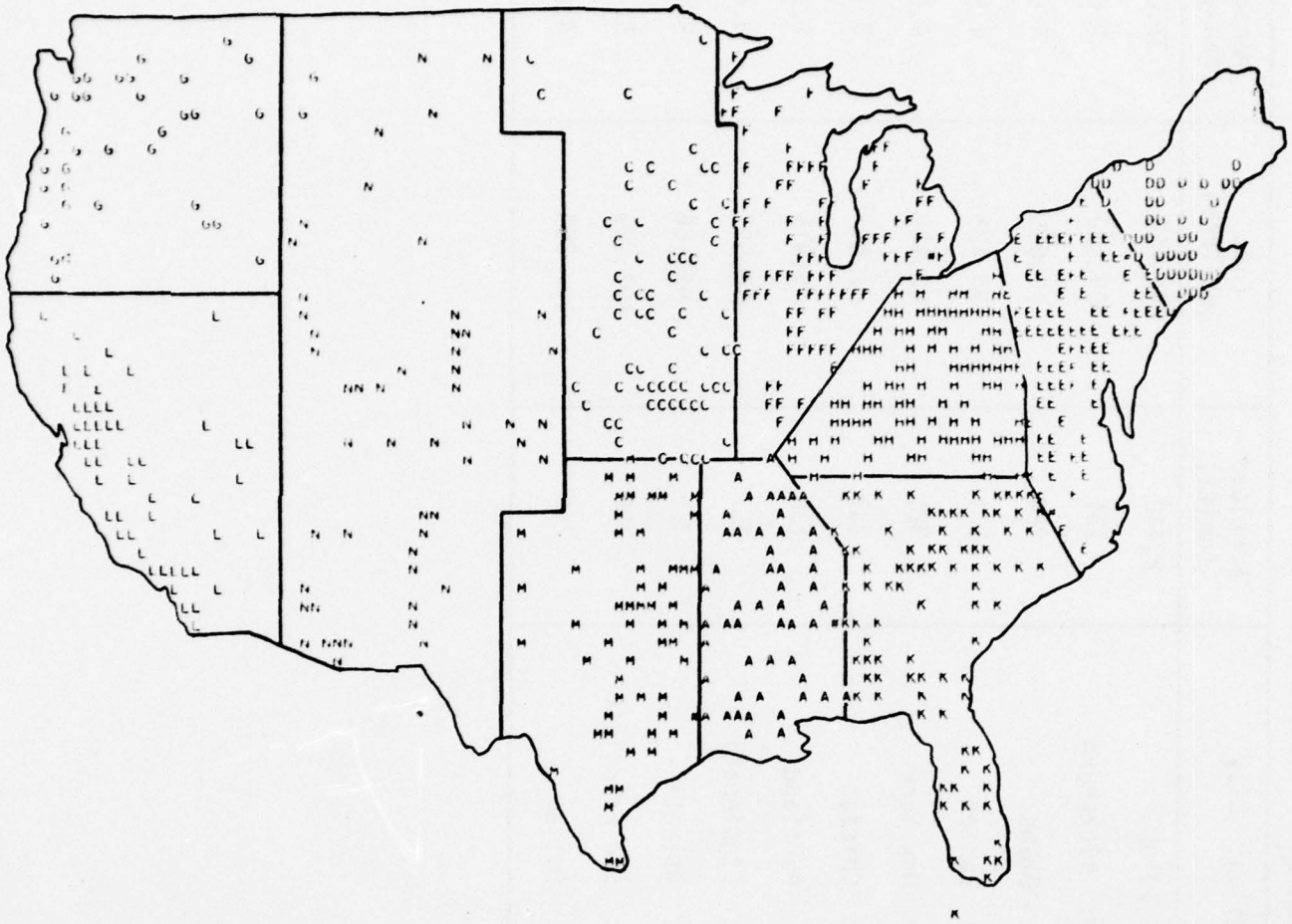
Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,426	749,434	39.37
LMVD	113	59,031	2.50
Memphis	26	15,101	.60
New Orleans	28	13,631	.60
St. Louis	34	15,179	.69
Vicksburg	25	15,119	.60
MRD	188	66,061	3.17
Kansas City	90	32,156	1.53
Omaha	98	33,905	1.64
NED	123	33,013	1.86
Boston	123	33,013	1.86
NAD	303	109,770	5.21
Baltimore	92	32,464	1.56
New York	104	35,484	1.73
Norfolk	50	19,842	.91
Philadelphia	57	21,980	1.01
NCD	215	31,808	2.76
Chicago	215	31,808	2.76
NPD	142	59,039	2.68
Portland	40	17,618	.79
Seattle	32	18,298	.72
Walla Walla	70	23,122	1.18
ORD	350	84,038	5.19
Huntington	91	19,996	1.30
Louisville	62	12,596	.91
Nashville	59	18,805	.99
Pittsburgh	138	32,641	1.99
SAD	317	84,027	4.83
Jacksonville	199	34,587	2.64
Mobile	63	25,707	1.15
Savannah	55	23,733	1.04
SPD	247	80,300	4.00
Los Angeles	115	38,112	1.88
Sacramento	132	42,188	2.12
SWD	428	142,345	7.16
Albuquerque	242	56,868	3.50
Fort Worth	57	24,102	1.07
Galveston	71	26,579	1.24
Little Rock	13	13,688	.45
Tulsa	45	21,108	.90


INLEASING: CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)

ACTIVITY: Inleasing
ASSIGNMENT: Closest Division Office

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,448	696,223	37.09
LMVD: Vicksburg	131	39,530	2.04
MRD: Omaha	264	79,685	4.09
NED: Boston	131	34,436	1.96
NAD: New York	321	97,432	4.96
NCD: Chicago	237	37,897	3.10
NPD: Portland	138	45,915	2.27
ORD: Cincinnati	257	47,597	3.45
SAD: Atlanta	379	99,166	5.50
SPD: San Francisco	325	107,205	5.12
SWD: Dallas	265	107,360	4.60

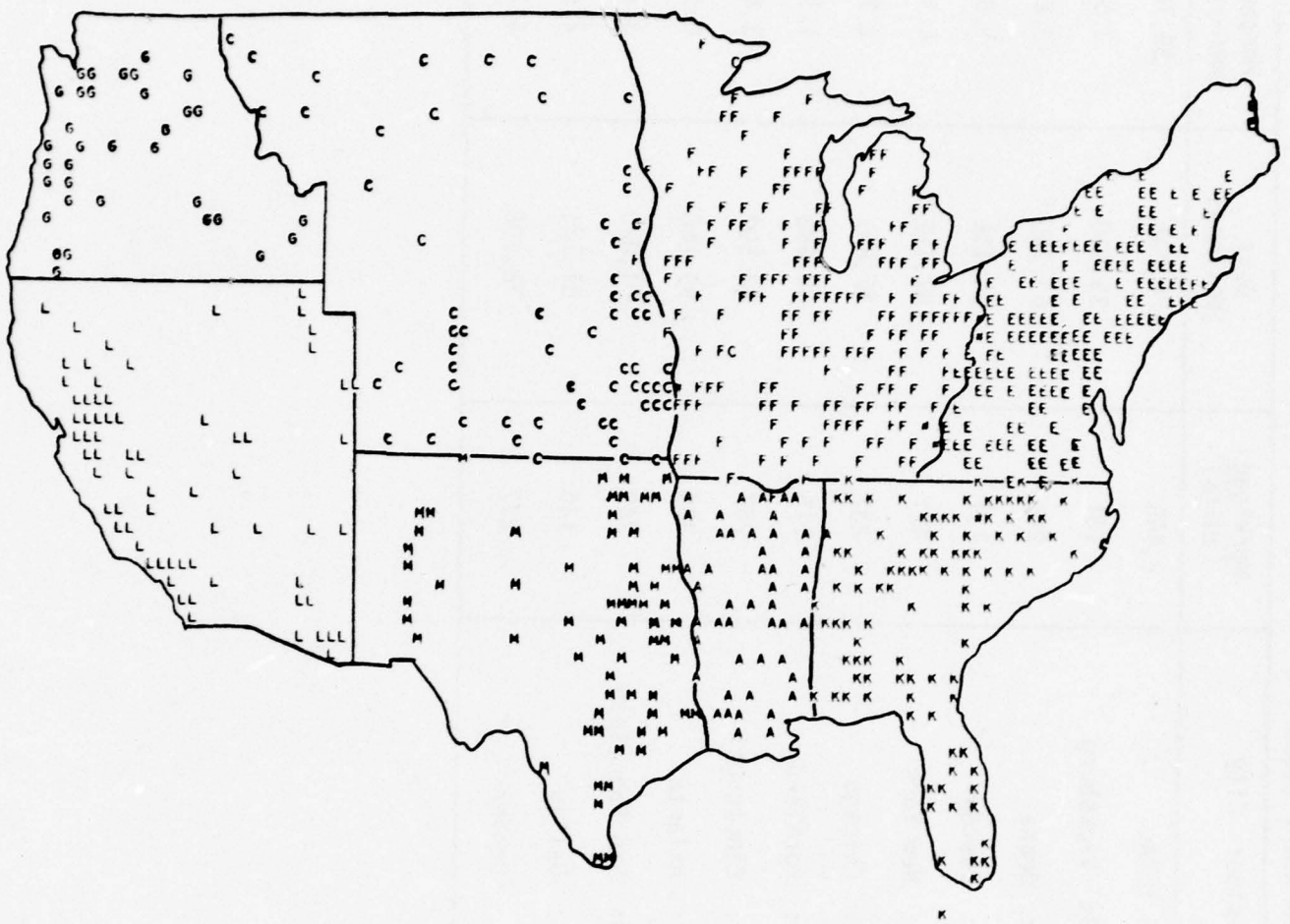
INLEASING: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: Closest Division Office Plus Denver

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,448	674,206	36.78
LMVD: Vicksburg	131	39,530	2.04
MRD: Omaha	205	65,795	3.27
NED: Boston	131	34,436	1.96
NAD: New York	321	97,432	4.96
NCD: Chicago	237	37,897	3.10
NPD: Portland	115	38,996	1.92
ORD: Cincinnati	257	47,597	3.45
SAD: Atlanta	379	99,166	5.50
SPD: San Francisco	249	84,020	3.98
SWD: Dallas	146	51,131	2.43
Denver	277	78,206	4.17

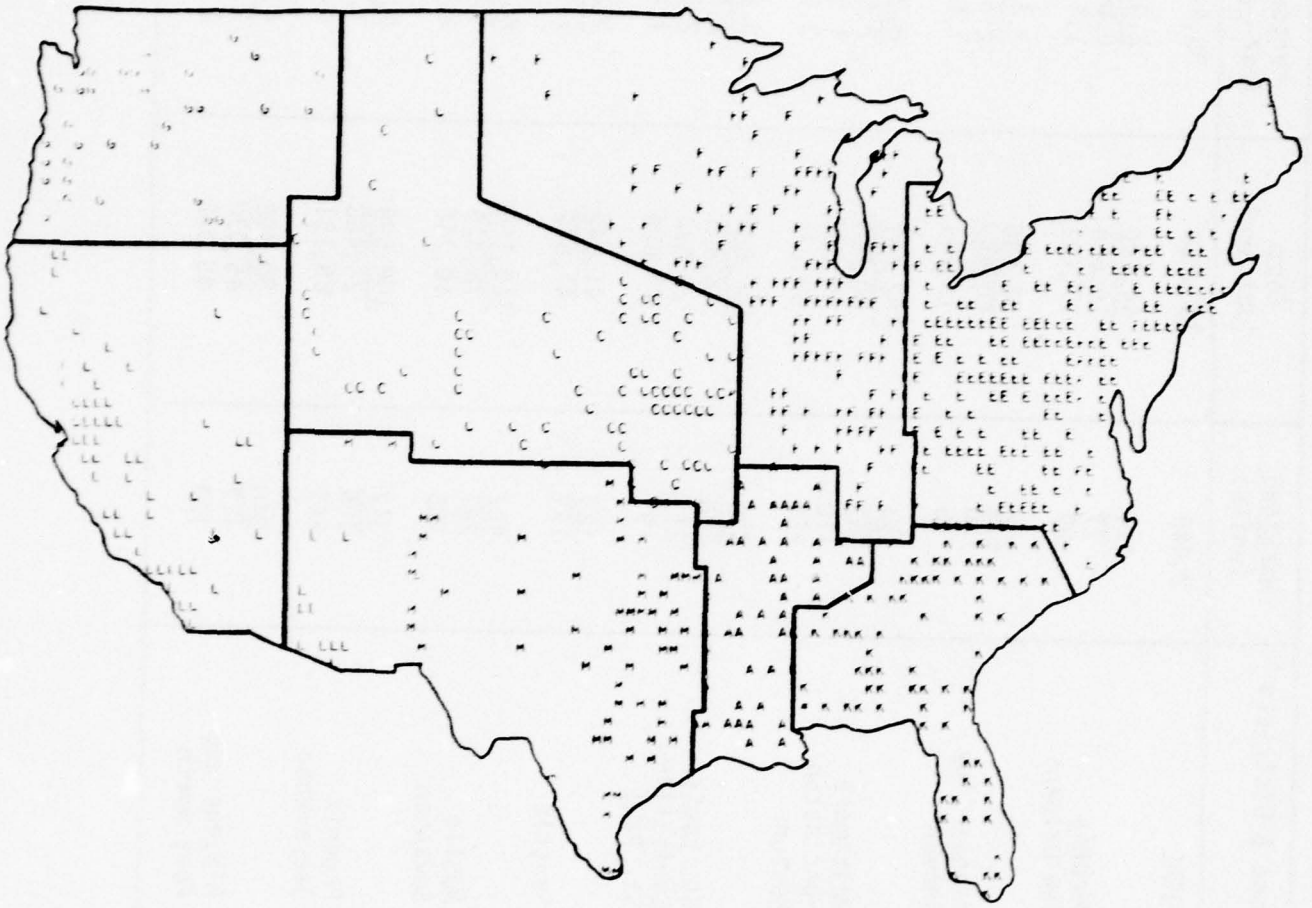
INLEASING: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,448	738,858	38.49
LMVD	114	44,106	2.05
Memphis	27	16,684	0.64
New Orleans	87	27,422	1.41
RMD	215	67,596	3.48
Kansas City	150	50,882	2.45
Denver	65	16,714	1.03
NAD	524	162,657	8.30
Baltimore	163	50,990	2.58
Huntington	110	42,396	1.93
Boston	251	69,271	3.79
NCD	478	104,501	6.75
St. Louis	170	45,601	2.55
Louisville	211	35,074	2.73
St. Paul	97	23,826	1.47
NPD	123	41,842	2.03
Seattle	123	41,842	2.03
SAD	407	119,165	6.26
Mobile	281	78,419	4.22
Savannah	126	40,746	2.04
SPD	347	108,599	5.49
Phoenix	106	23,408	1.53
Sacramento	241	85,191	3.96
SWD	240	90,392	4.13
Albuquerque	117	45,070	2.03
Fort Worth	123	45,322	2.10

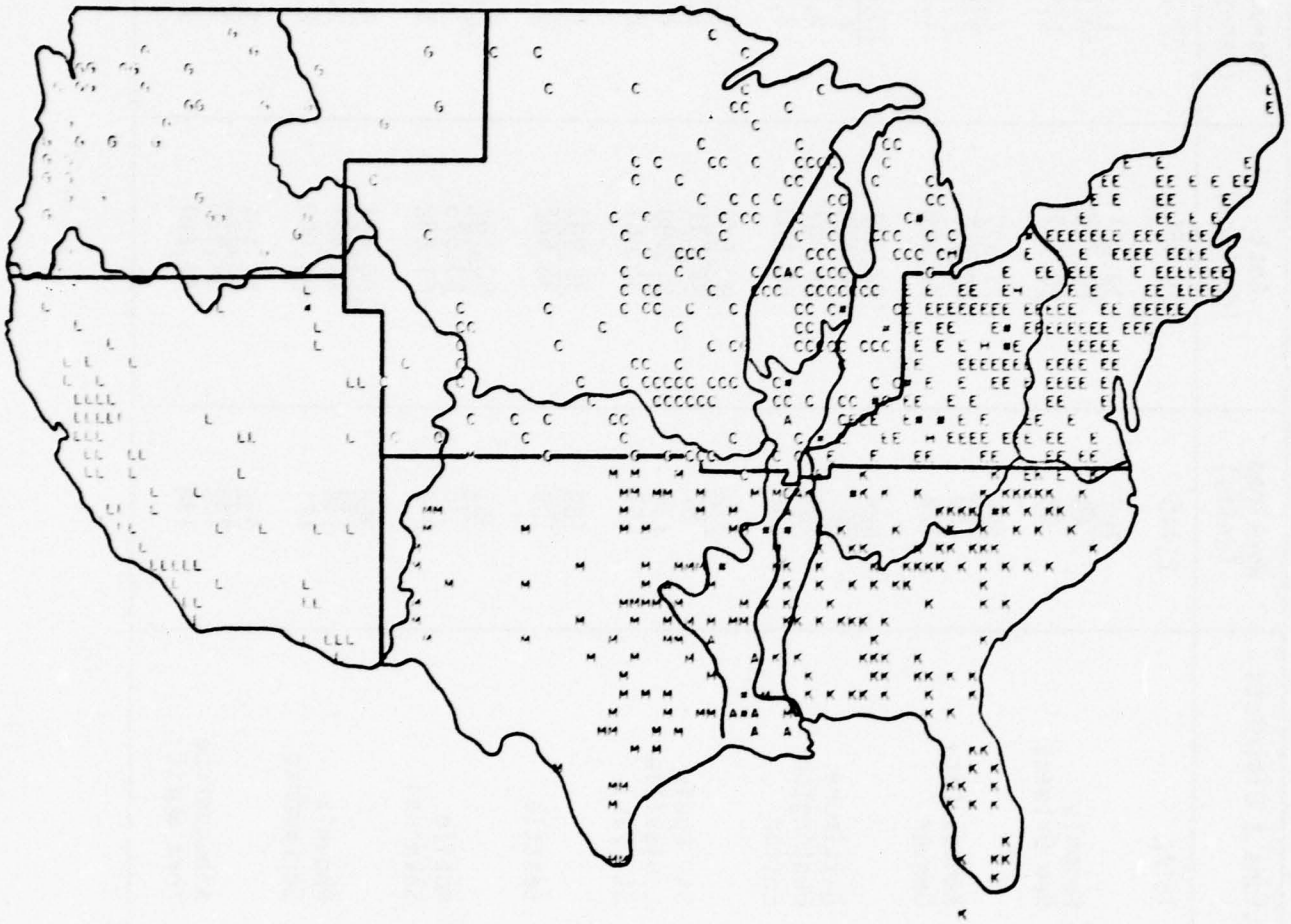
INLEASING: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: Closest City in State Assignments

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,448	675,355	37.21
LMVD	107	39,901	1.90
Memphis	49	19,799	0.91
New Orleans	58	20,102	0.99
RMD	276	71,977	4.13
Kansas City	150	48,991	2.41
Denver	126	22,986	1.72
NAD	686	174,777	10.04
Baltimore	281	79,900	4.25
Huntington	199	38,707	2.68
Boston	206	56,170	3.11
NCD	378	80,070	5.36
St. Louis	87	24,021	1.37
Louisville	134	21,188	1.76
St. Paul	157	34,861	2.23
NPD	109	36,902	1.80
Seattle	109	36,902	1.80
SAD	351	90,107	5.11
Mobile	75	28,575	1.32
Savannah	276	61,532	3.79
SPD	305	100,484	4.97
Phoenix	134	46,421	2.25
Sacramento	171	54,063	2.72
SWD	236	81,137	3.90
Albuquerque	102	34,536	1.69
Fort Worth	134	46,601	2.21

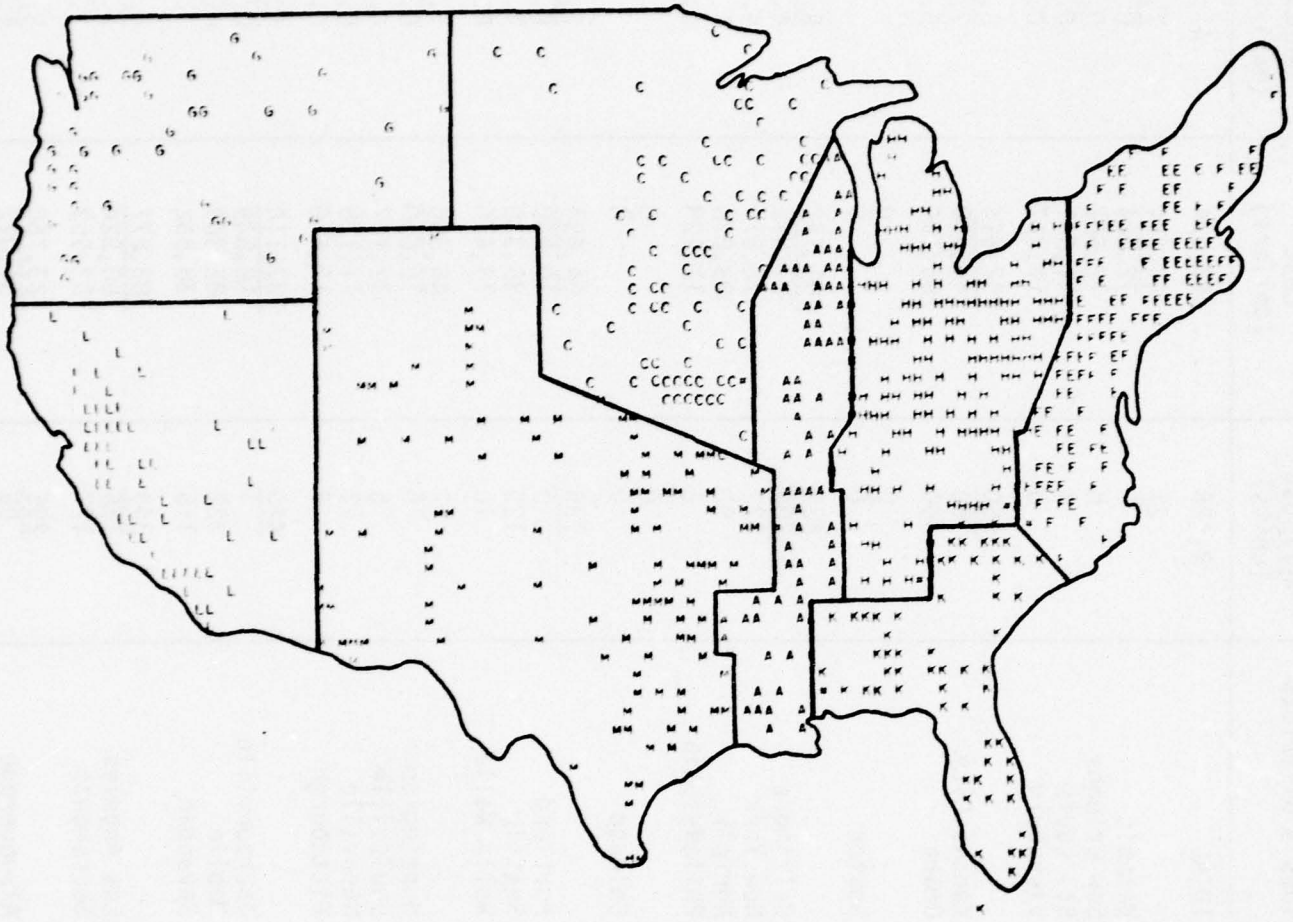
INLEASING: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Inleasing
ASSIGNMENT: Reassign Boston and Chicago Only

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,426	867,274	41.33
LMVD	21	47,674	1.39
Memphis	6	12,084	0.36
New Orleans	8	12,562	0.39
St. Louis	4	11,661	0.33
Vicksburg	3	11,367	0.32
MRD	550	152,694	8.24
Kansas City	150	46,500	2.37
Omaha	400	106,194	5.87
NED	0	0	0
Boston	0	0	0
NAD	632	191,752	9.83
Baltimore	298	81,872	4.44
New York	272	75,674	4.08
Norfolk	52	23,078	1.00
Philadelphia	2	11,128	0.30
NCD	0	0	0
Chicago	0	0	0
NPD	136	64,454	2.72
Portland	0	10,650	0.27
Seattle	120	39,330	1.95
Walla Walla	16	14,474	0.50
ORD	17	46,556	1.32
Huntington	0	10,650	0.27
Louisville	6	12,167	0.36
Nashville	2	11,128	0.30
Pittsburgh	9	12,610	0.40
SAD	440	137,110	6.98
Jacksonville	1	10,889	0.29
Mobile	321	87,369	4.77
Savannah	118	38,852	1.92
SPD	343	103,277	5.35
Los Angeles	166	50,324	2.60
Sacramento	177	52,953	2.75
SWD	295	123,755	5.49
Albuquerque	98	34,072	1.64
Fort Worth	112	37,418	1.84
Galveston	44	21,166	0.89
Little Rock	15	14,235	0.48
Tulsa	26	16,864	0.64

INLEASING: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT
WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



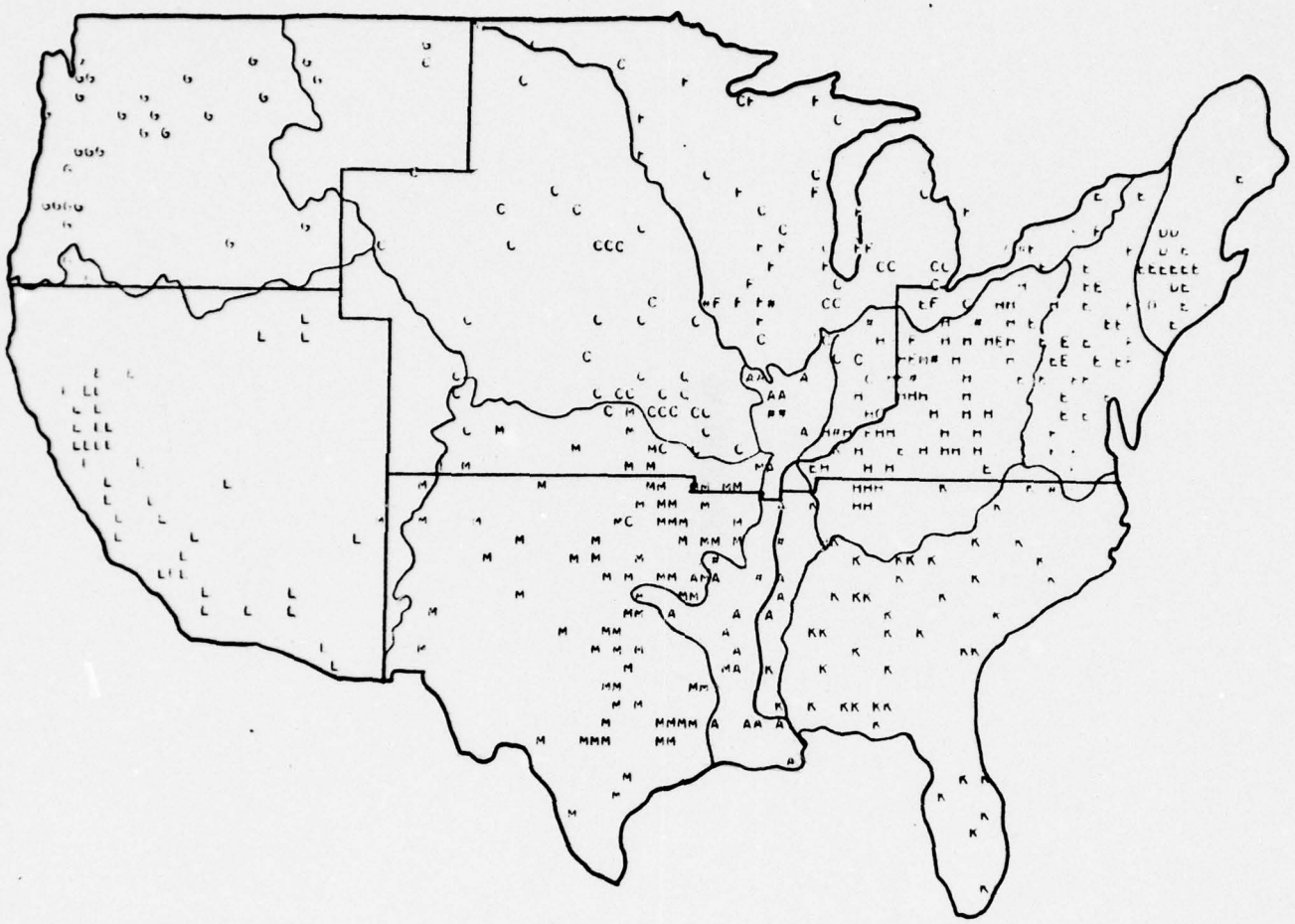
ACTIVITY: Inleasing
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	2,426	750,491	39.25
LMVD	205	76,117	3.72
Memphis	26	15,101	0.60
New Orleans	28	13,631	0.60
St. Louis	126	32,265	1.92
Vicksburg	25	15,120	0.60
MRD	230	76,106	3.76
Kansas City	90	32,156	1.53
Omaha	140	43,950	2.23
NED	0	0	0
Boston	0	0	0
NAD	426	139,184	6.93
Baltimore	92	32,464	1.56
New York	227	64,898	3.45
Norfolk	50	19,842	0.91
Philadelphia	57	21,980	1.01
NCD	0	0	0
Chicago	0	0	0
NPD	142	59,039	2.68
Portland	40	17,619	0.79
Seattle	32	18,298	0.72
Walla Walla	70	23,122	1.18
ORD	431	93,372	6.15
Huntington	92	20,123	1.32
Louisville	103	17,331	1.38
Nashville	59	18,805	0.99
Pittsburgh	177	37,113	2.46
SAD	317	84,027	4.83
Jacksonville	199	34,567	2.64
Mobile	63	25,707	1.15
Savannah	55	23,733	1.04
SPD	247	80,301	4.00
Los Angeles	115	38,112	1.88
Sacramento	132	42,189	2.12
SWD	428	142,345	7.16
Albuquerque	242	56,868	3.50
Fort Worth	57	24,102	1.07
Galveston	71	26,579	1.24
Little Rock	13	13,688	0.45
Tulsa	45	21,108	0.90

OUTGRANTING

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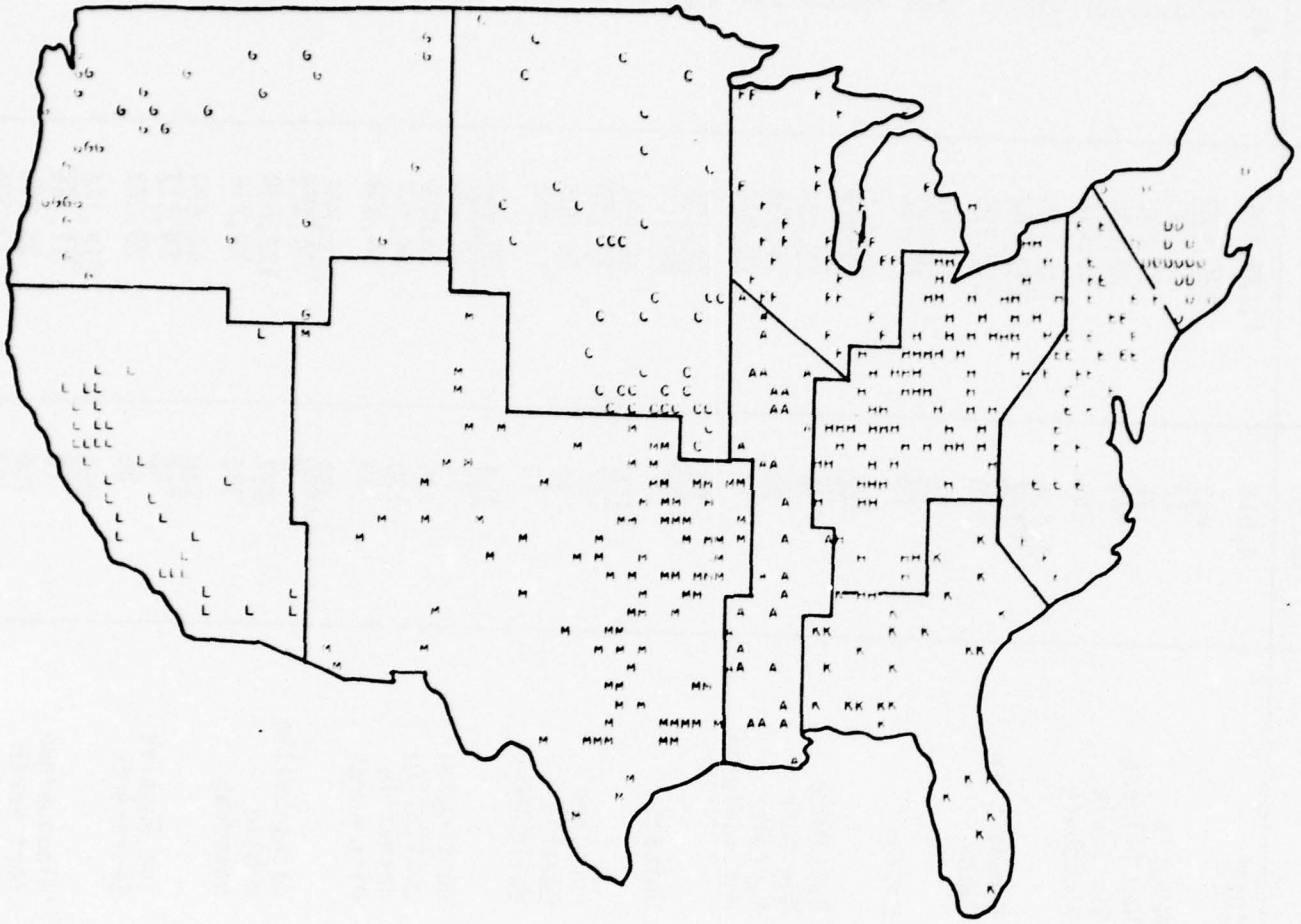
OUTGRANTINGS: EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Outgranting
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,139,136	49.61
LMVD	463	120,490	4.83
Memphis	22	13,060	0.27
New Orleans	76	22,888	0.81
St. Louis	107	28,530	1.12
Vicksburg	258	56,012	2.63
MRD	1,274	249,980	12,84
Kansas City	704	137,184	7.09
Omaha	570	112,796	5.75
NED	26	13,788	0.31
Boston	26	13,788	0.31
NAD	309	92,462	3.29
Baltimore	86	24,708	0.91
New York	79	23,434	0.84
Norfolk	29	14,334	0.34
Philadelphia	115	29,986	1.20
NCD	94	26,164	0.99
Chicago	94	26,164	0.99
NPD	158	55,924	1.73
Portland	47	17,610	0.52
Seattle	92	25,800	0.97
Walla Walla	19	12,514	0.24
ORD	354	100,652	3.74
Huntington	51	18,338	0.56
Louisville	135	33,626	1.40
Nashville	139	34,354	1.44
Pittsburgh	29	14,334	0.34
SAD	1,039	216,266	10.54
Jacksonville	2	9,420	0.07
Mobile	657	128,630	6.62
Savannah	380	78,216	3.85
SPD	146	44,684	1.56
Los Angeles	58	19,612	0.63
Sacramento	88	25,072	0.93
SWD	953	218,726	9.78
Albuquerque	15	11,786	0.20
Fort Worth	166	39,268	1.71
Galveston	20	12,696	0.25
Little Rock	163	38,722	1.68
Tulsa	589	116,254	5.94

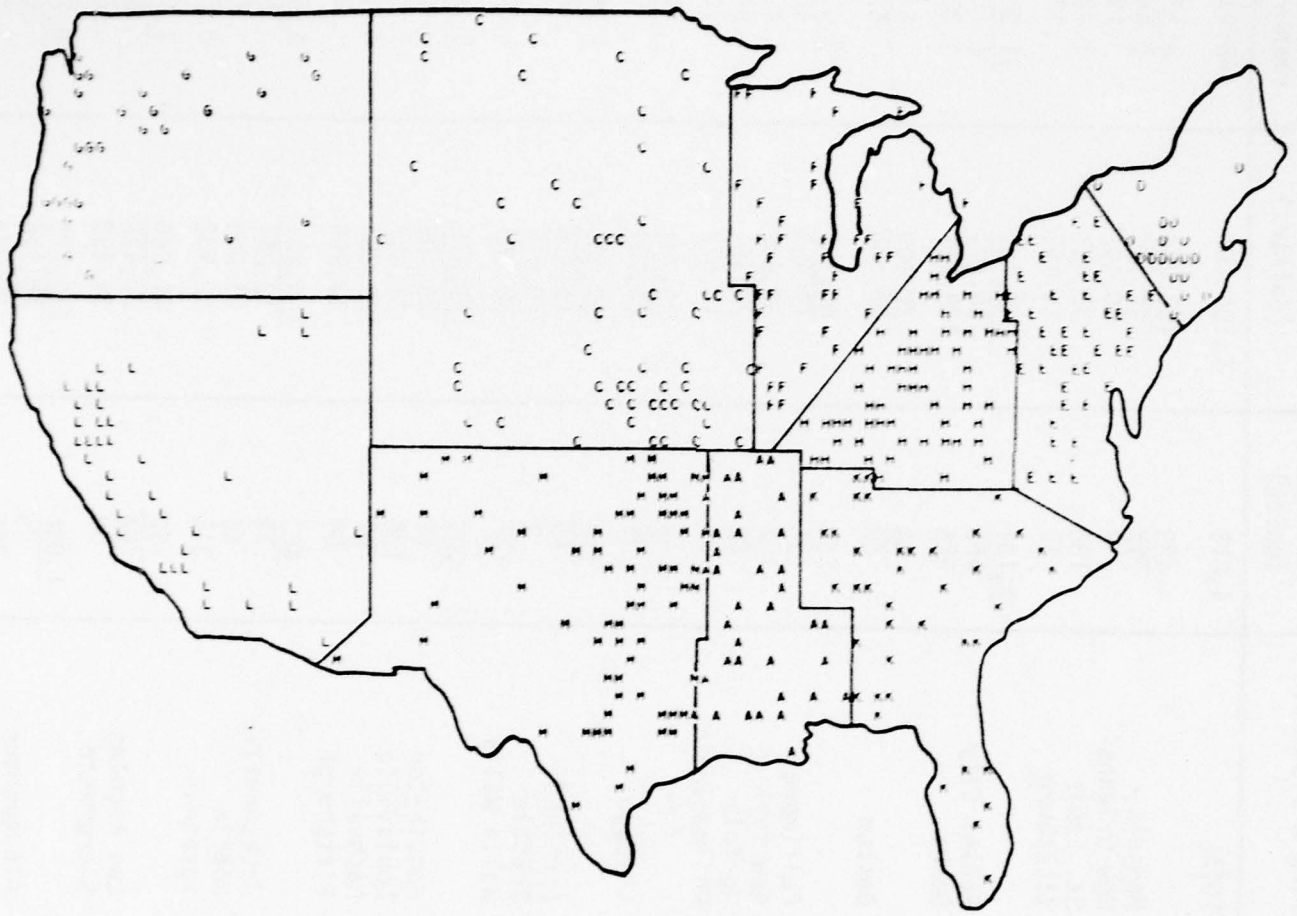
OUTGRANTINGS: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: OUTGRANTING
ASSIGNMENT: CLOSEST DISTRICT OFFICE

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,104,101	48.93
LMVD	428	108,294	4.37
Memphis	270	53,185	2.65
New Orleans	8	10,497	.13
St. Louis	138	33,421	1.42
Vicksburg	12	11,191	.17
MRD	1,191	233,301	11.98
Kansas City	665	130,074	6.70
Omaha	526	103,227	5.28
NED	63	20,009	.67
Boston	63	20,009	.67
NAD	285	86,184	3.02
Baltimore	35	15,424	.40
New York	137	33,832	1.42
Norfolk	82	22,351	.84
Philadelphia	31	14,577	.36
NCD	95	23,731	.95
Chicago	95	23,731	.95
NPD	178	57,381	1.89
Portland	43	16,716	.48
Seattle	8	10,512	.13
Walla Walla	127	30,153	1.28
ORD	985	199,875	9.70
Huntington	91	25,106	.95
Louisville	128	31,487	1.31
Nashville	702	123,283	6.76
Pittsburgh	64	19,999	.68
SAD	403	100,261	4.18
Jacksonville	19	12,261	.24
Mobile	66	21,068	.71
Savannah	318	66,932	3.23
SPD	132	41,860	1.41
Los Angeles	64	20,428	.68
Sacramento	68	21,432	.73
SWD	1,056	233,203	10.76
Albuquerque	59	19,126	.63
Fort Worth	302	60,764	3.04
Galveston	36	15,498	.41
Little Rock	137	33,903	1.42
Tulsa	522	103,911	5.27

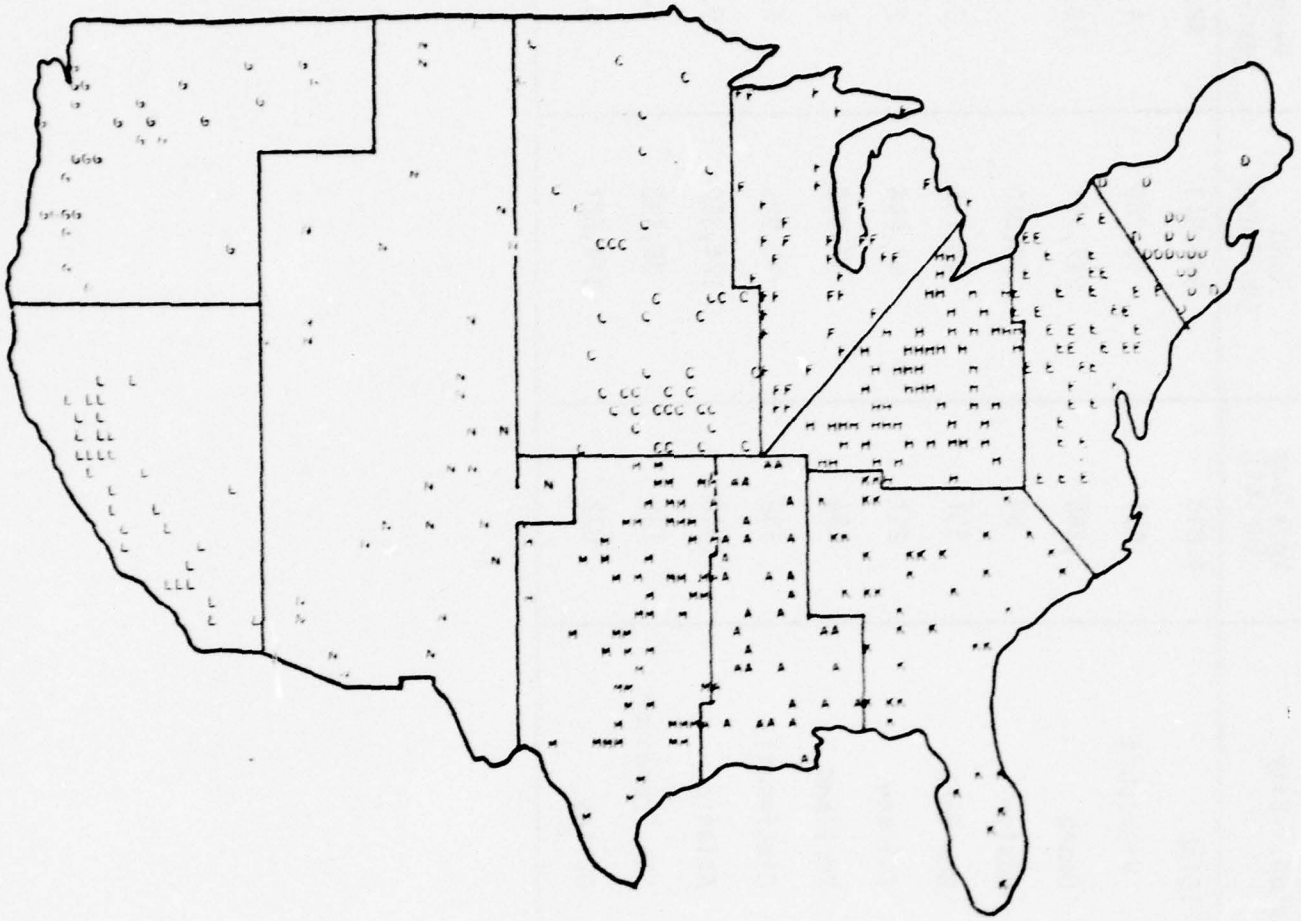
OUTGRANTINGS: CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)



ACTIVITY: OUTGRANTING
ASSIGNMENT: CLOSEST DIVISION OFFICE

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	964,914	48.44
LMVD: Vicksburg	431	90,286	4.39
MRD: Omaha	1,266	247,791	12.80
NED: Boston	63	20,010	.67
NAD: New York	301	65,738	3.10
NCD: Chicago	211	46,994	2.14
NPD: Portland	154	37,568	1.59
ORD: Cincinnati	336	70,925	3.42
SAD: Atlanta	1,040	174,350	9.96
SPD: San Francisco	142	36,732	1.50
SWD: Dallas	872	174,521	8.86

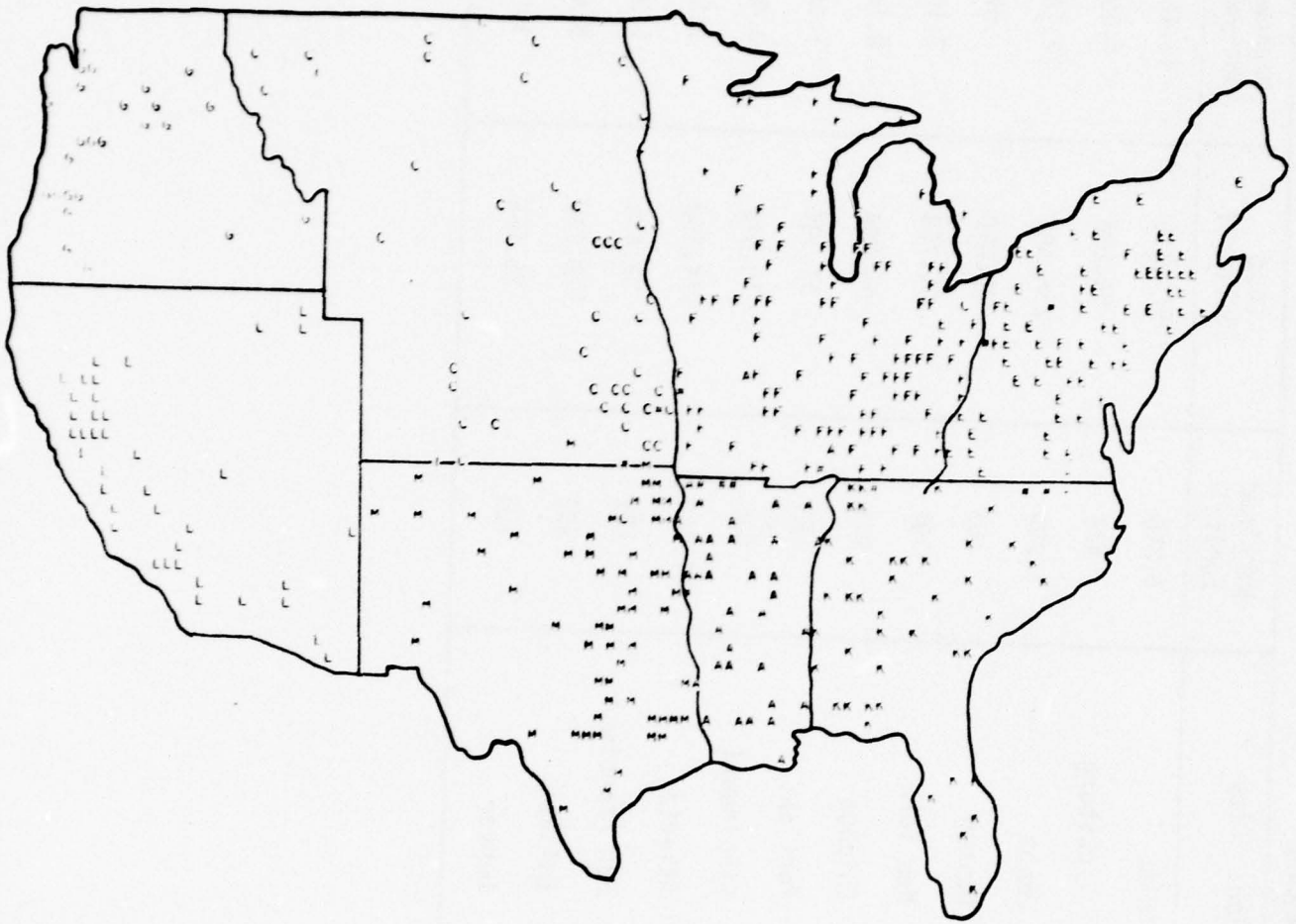
OUTGRANTINGS: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: OUTGRANTING
ASSIGNMENT: CLOSEST DIVISION OFFICE PLUS DENVER

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	971,475	48.46
LMVD: Vicksburg	431	90,286	4.39
MRD: Omaha	1,204	236,501	12.18
NED: Boston	63	20,010	.67
NAD: New York	301	65,738	3.10
NCD: Chicago	211	46,994	2.14
NPD: Portland	153	37,389	1.58
ORD: Cincinnati	336	70,925	3.42
SAD: Atlanta	1,040	174,350	9.96
SPD: San Francisco	121	32,418	1.28
SWD: Dallas	853	170,279	8.66
Denver	103	26,586	1.06

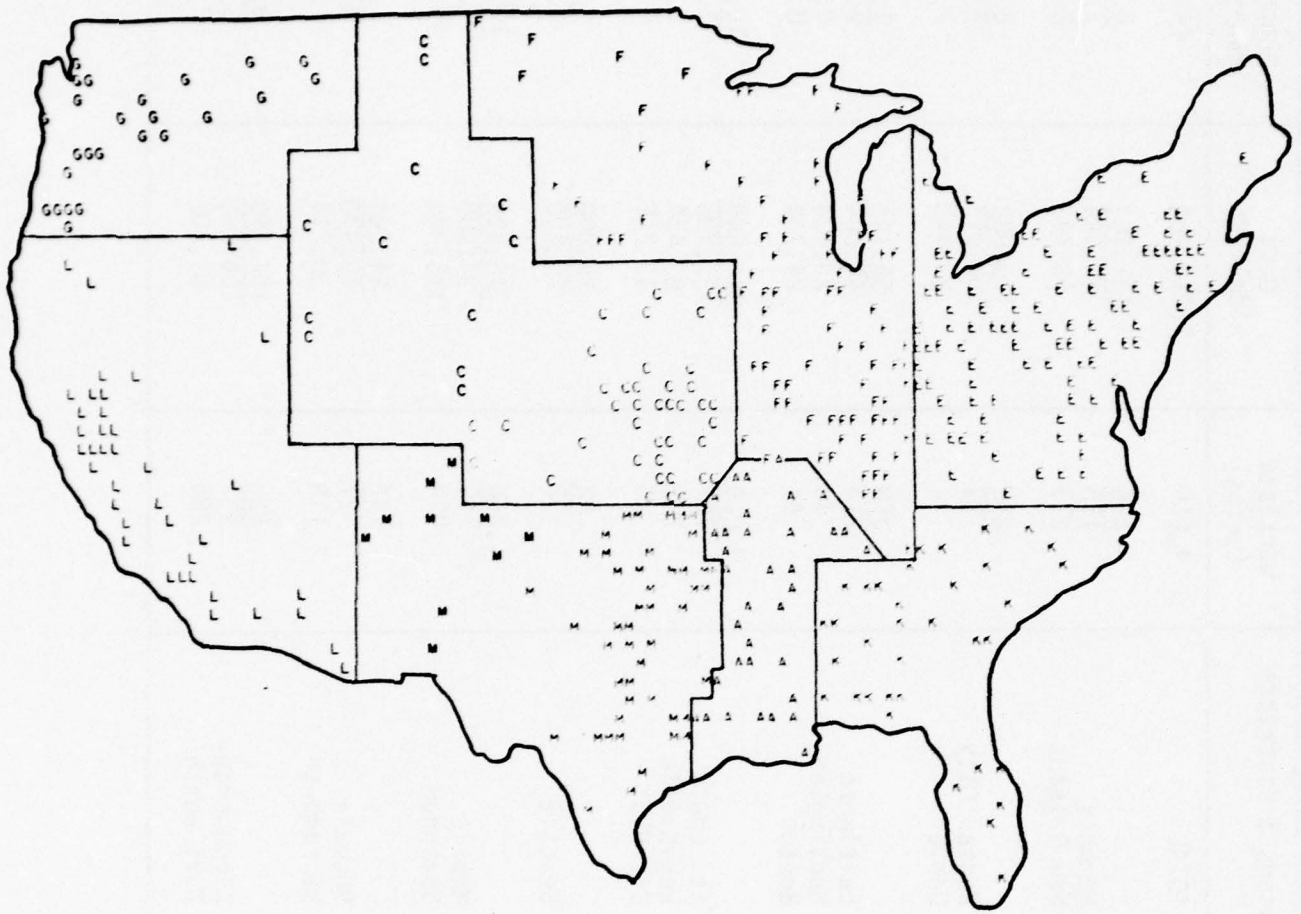
OUTGRANTINGS: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Outgranting
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,030,464	49.01
LMVD	456	101,104	4.66
Memphis	183	42,362	1.88
New Orleans	273	58,742	2.78
RMD	835	170,082	8.45
Kansas City	723	140,642	7.28
Denver	112	29,440	1.17
NAD	379	96,146	3.94
Baltimore	214	48,004	2.19
Huntington	79	23,434	0.84
Boston	86	24,708	0.91
NCD	1,029	214,446	10.44
St. Louis	707	137,730	7.12
Louisville	299	63,474	3.04
St. Paul	23	13,242	0.28
NPD	92	25,800	0.97
Seattle	92	25,800	0.97
SAD	1,056	210,304	10.66
Mobile	142	34,900	1.47
Savannah	914	175,404	9.19
SPD	146	44,684	1.56
Phoenix	27	13,970	0.32
Sacramento	119	30,714	1.24
SWD	823	167,898	8.33
Albuquerque	537	106,790	5.42
Fort Worth	286	61,108	2.91

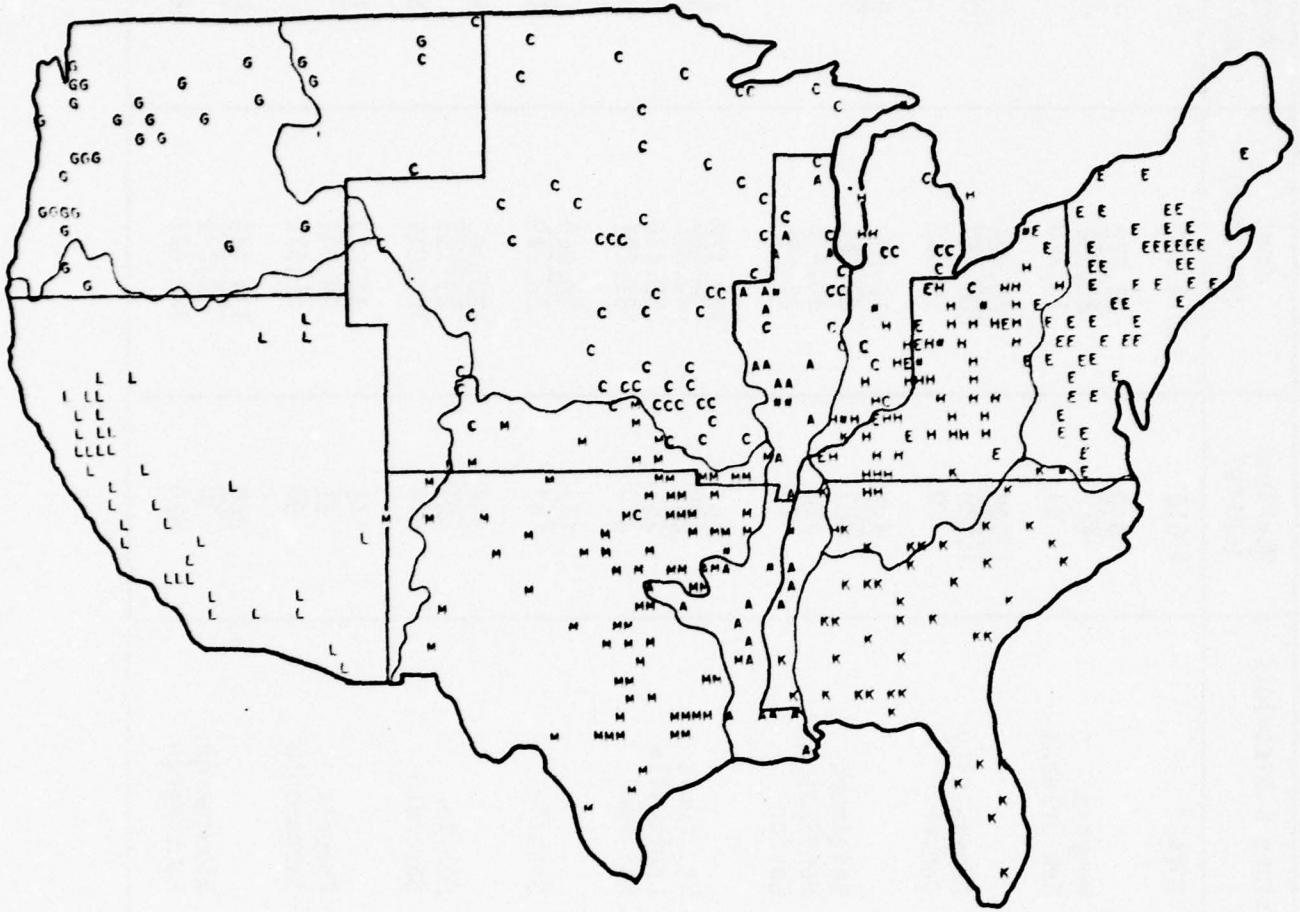
OUTGRANTINGS: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: OUTGRANTING
ASSIGNMENT: CLOSEST CITY IN STATE ASSIGNMENT

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,014,300	48.51
LMVD	440	93,672	4.39
Memphis	417	80,396	4.11
New Orleans	23	13,276	.28
RMD	1,108	220,426	11.16
Kansas City	1,038	200,557	10.44
Denver	70	19,869	.72
NAD	495	116,572	5.08
Baltimore	303	64,868	3.08
Huntington	122	30,415	1.26
Boston	70	21,290	.74
NCD	891	187,178	8.99
St. Louis	231	49,511	2.33
Louisville	241	52,436	2.45
St. Paul	419	85,231	4.21
NPD	147	36,649	1.53
Seattle	147	36,649	1.53
SAD	954	180,843	9.36
Mobile	81	23,798	.86
Savannah	873	157,045	8.50
SPD	141	44,514	1.53
Phoenix	51	18,944	.57
Sacramento	90	25,570	.95
SWD	640	134,445	6.46
Albuquerque	20	12,374	.24
Fort Worth	620	122,071	6.22

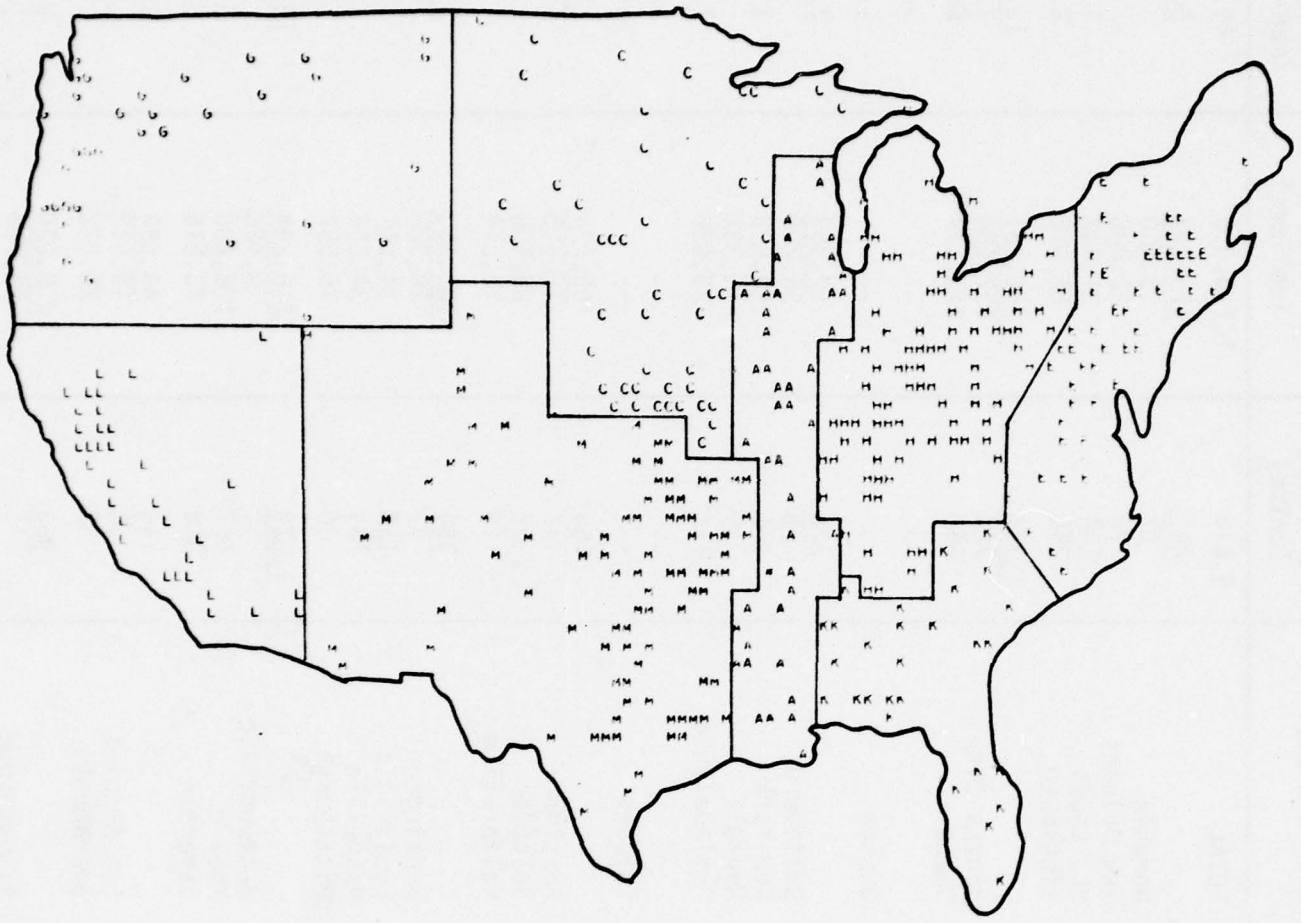
OUTGRANTINGS: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: OUTGRANTING
ASSIGNMENT: REASSIGN BOSTON AND CHICAGO ONLY

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,120,056	49.49
LMVD	480	123,792	5.00
Memphis	22	13,060	.27
New Orleans	76	22,888	.81
St. Louis	124	31,832	1.29
Vicksburg	258	56,012	2.63
MRD	1,340	260,561	13.47
Kansas City	704	137,184	7.09
Omaha	636	123,377	6.38
NED	--	--	--
Boston	--	--	--
NAD	336	97,553	3.56
Baltimore	86	24,708	.91
New York	106	28,525	1.11
Norfolk	29	14,334	.34
Philadelphia	115	29,986	1.20
NCD	--	--	--
Chicago	--	--	--
NPD	158	55,924	1.73
Portland	47	17,610	.52
Seattle	92	25,800	.97
Walla Walla	19	12,514	.24
ORD	364	102,550	3.84
Huntington	51	18,338	.56
Louisville	138	34,261	1.43
Nashville	139	34,354	1.44
Pittsburgh	36	15,597	.41
SAD	1,039	216,266	10.54
Jacksonville	2	9,420	.07
Mobile	657	128,630	6.62
Savannah	380	78,216	3.85
SPD	146	44,684	1.56
Los Angeles	58	19,612	.63
Sacramento	88	25,072	.93
SWD	953	218,276	9.78
Albuquerque	15	11,786	.20
Fort Worth	166	39,268	1.71
Galveston	20	12,696	.25
Little Rock	163	38,722	1.68
Tulsa	589	116,254	5.94

OUTGRANTINGS: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT
WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



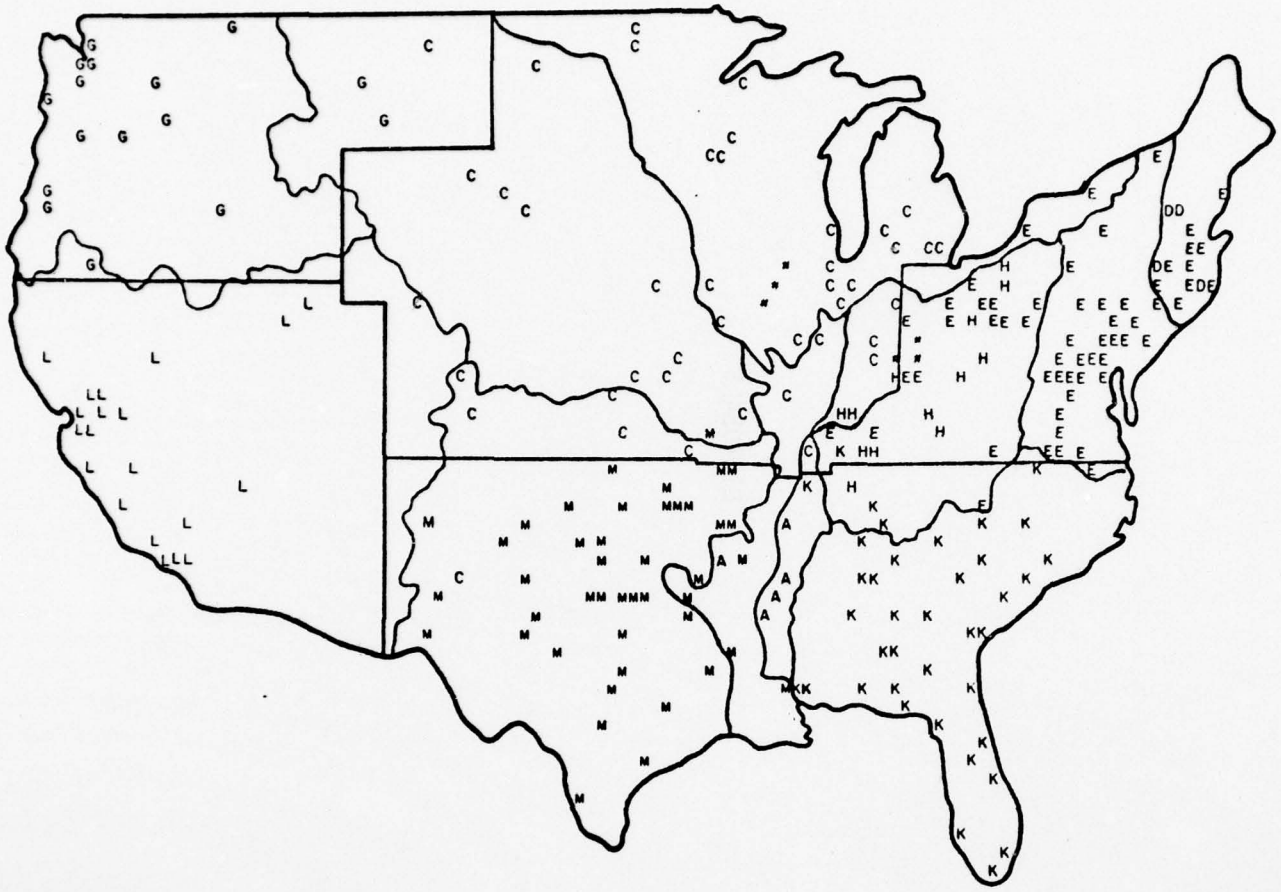
ACTIVITY: OUTGRANTING
ASSIGNMENT: WITHOUT BOSTON AND CHICAGO

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	4,816	1,088,276	48.87
LMVD	481	117,310	4.88
Memphis	270	53,185	2.65
New Orleans	8	10,497	.13
St. Louis	191	42,437	1.93
Vicksburg	12	11,191	.17
MRD	1,204	235,727	12.11
Kansas City	665	130,075	6.70
Omaha	539	105,652	5.41
NED	--	--	--
Boston	--	--	--
NAD	348	97,882	3.65
Baltimore	35	15,424	.40
New York	200	45,529	2.05
Norfolk	82	22,351	.84
Philadelphia	31	14,577	.36
NCD	--	--	--
Chicago	--	--	--
NPD	178	57,381	1.89
Portland	43	16,716	.48
Seattle	8	10,512	.13
Walla Walla	127	30,153	1.28
ORD	1,014	204,651	9.99
Huntington	91	25,106	.95
Louisville	148	34,753	1.51
Nashville	702	123,283	6.76
Pittsburgh	73	21,509	.77
SAD	403	100,262	4.18
Jacksonville	19	12,262	.24
Mobile	66	21,068	.71
Savannah	318	66,392	3.23
SPD	132	41,860	1.41
Los Angeles	64	20,428	.68
Sacramento	68	21,432	.73
SWD	1,056	233,203	10.76
Albuquerque	59	19,126	.63
Fort Worth	302	60,764	3.04
Galveston	36	15,498	.41
Little Rock	137	33,903	1.42
Tulsa	522	103,911	5.27

DISPOSALS

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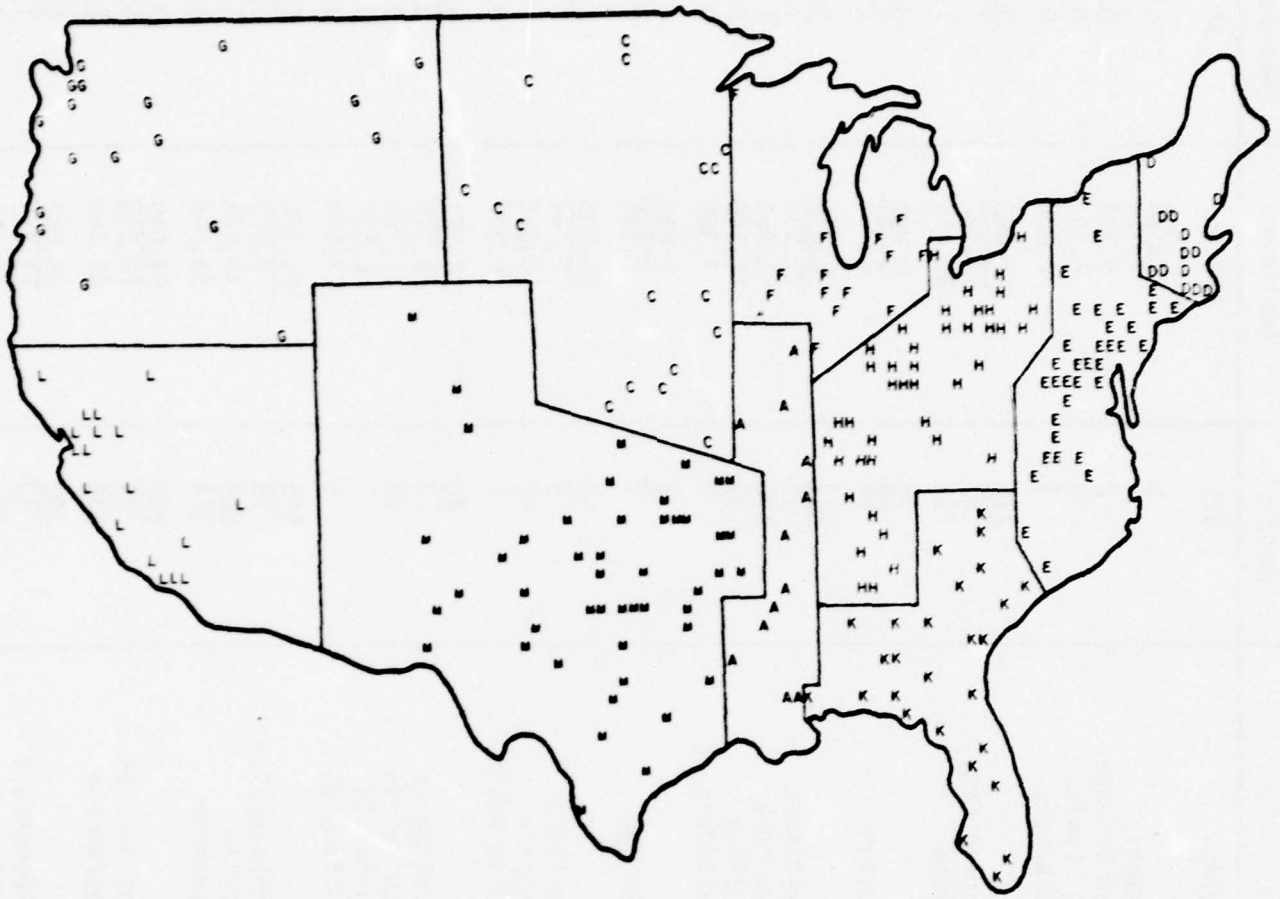
DISPOSALS: EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	503,401	35.70
LMVD	5	26,381	3.04
Memphis	1	6,555	0.76
New Orleans	0	6,394	0.75
St. Louis	0	6,394	0.75
Vicksburg	4	7,038	0.78
MRD	215	47,403	3.01
Kansas City	53	14,927	1.13
Omaha	162	32,476	1.89
NED	10	8,004	0.82
Boston	10	8,004	0.82
NAD	440	96,416	6.11
Baltimore	96	21,850	1.43
New York	306	55,660	2.90
Norfolk	32	11,546	0.98
Philadelphia	6	7,360	0.80
NCD	4	7,038	0.78
Chicago	4	7,038	0.78
NPD	66	29,808	2.72
Portland	5	7,199	0.79
Seattle	60	16,054	1.17
Walla Walla	1	6,555	0.76
ORD	45	32,821	3.34
Huntington	2	6,716	0.77
Louisville	33	11,707	0.99
Nashville	1	6,555	0.76
Pittsburgh	9	7,843	0.82
SAD	538	105,800	6.03
Jacksonville	15	8,809	0.86
Mobile	209	40,043	2.22
Savannah	314	56,948	2.95
SPD	260	54,648	3.33
Los Angeles	24	10,258	0.92
Sacramento	236	44,390	2.41
SWD	392	95,082	6.52
Albuquerque	43	13,317	1.06
Fort Worth	247	46,161	2.48
Galveston	8	7,682	0.81
Little Rock	61	16,215	1.18
Tulsa	33	11,707	0.99

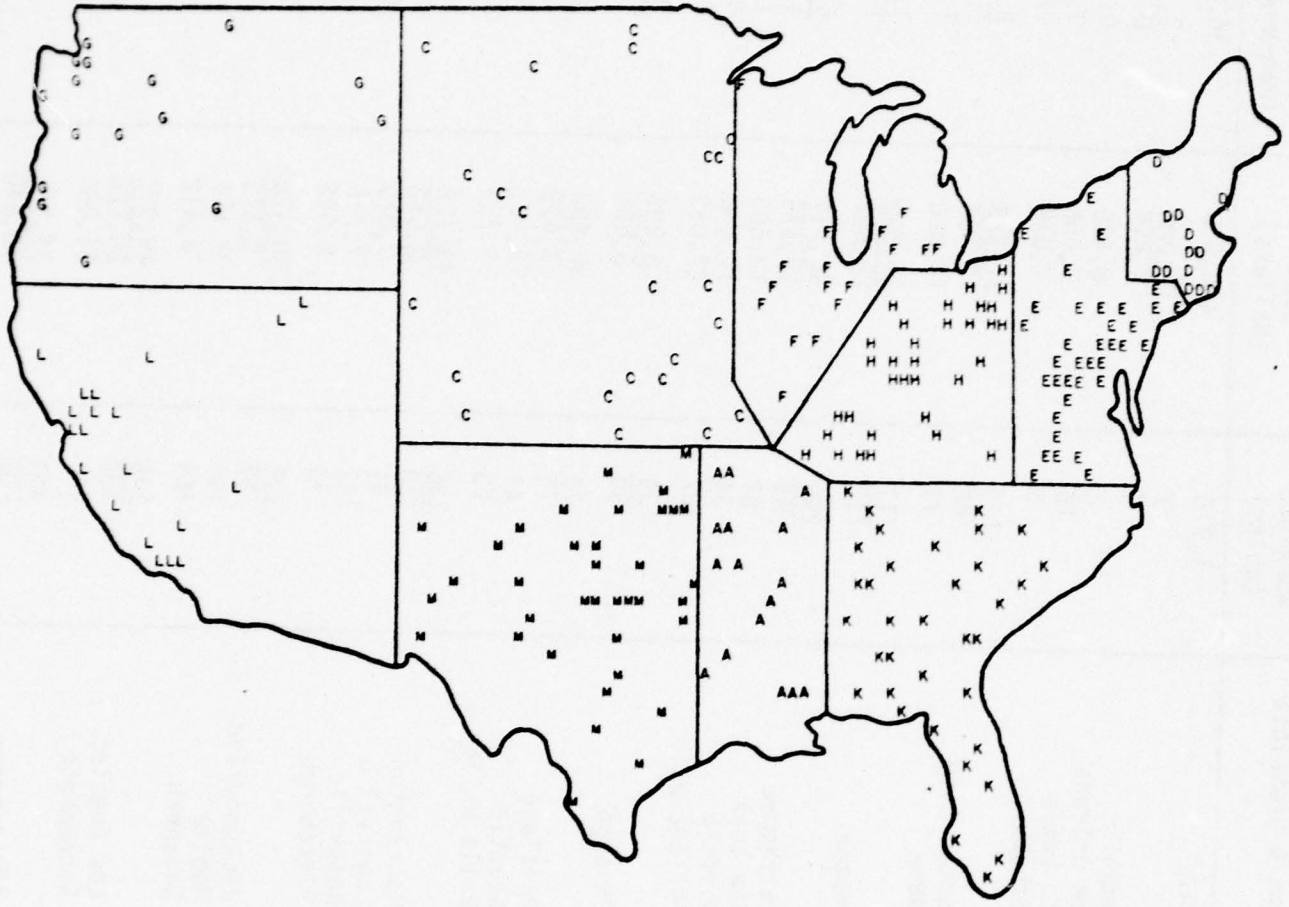
DISPOSALS: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Closest District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	444,858	34.61
LMVD	27	27,206	3.15
Memphis	3	6,615	0.77
New Orleans	2	6,485	0.76
St. Louis	16	7,058	0.83
Vicksburg	6	7,048	0.79
MRD	119	31,925	2.34
Kansas City	48	14,100	1.09
Omaha	71	17,825	1.25
NED	111	20,592	1.50
Boston	111	20,592	1.50
NAD	298	66,917	4.88
Baltimore	44	13,475	1.06
New York	83	19,685	1.34
Norfolk	34	11,698	0.99
Philadelphia	137	22,059	1.49
NCD	39	6,895	0.92
Chicago	39	6,895	0.92
NPD	79	30,687	2.79
Portland	9	7,493	0.81
Seattle	47	13,961	1.08
Walla Walla	23	9,233	0.90
ORD	236	43,122	4.32
Huntington	20	8,643	0.88
Louisville	41	7,819	0.94
Nashville	142	17,715	1.56
Pittsburgh	33	8,946	0.94
SAD	393	80,478	4.98
Jacksonville	27	9,373	0.92
Mobile	197	37,693	2.13
Savannah	169	33,412	1.93
SPD	246	49,991	3.23
Los Angeles	135	25,726	1.70
Sacramento	111	24,265	1.53
SWD	427	87,045	6.50
Albuquerque	80	10,840	1.17
Fort Worth	75	18,273	1.28
Galveston	179	30,349	1.89
Little Rock	65	16,737	1.21
Tulsa	28	10,846	0.95

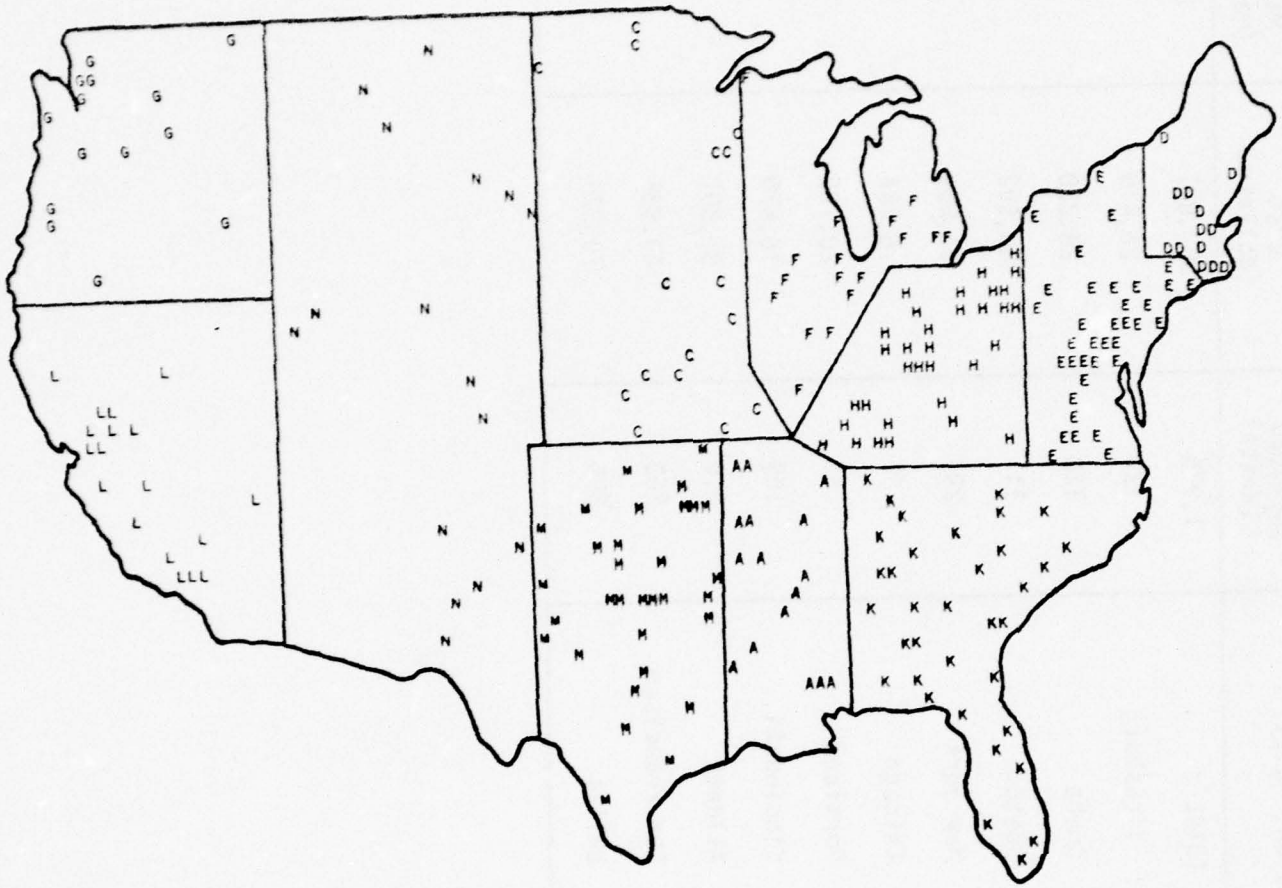
DISPOSALS: CLOSEST DIVISION OFFICE ASSIGNMENT
(10 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Closest Division Office

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	383,881	21.78
LMVD: Vicksburg	125	26,419	1.61
MRD: Omaha	128	28,220	1.67
NED: Boston	111	20,592	1.50
NAD: New York	297	61,659	2.98
NCD: Chicago	57	8,284	1.02
NPD: Portland	66	20,126	1.29
ORD: Cincinnati	109	16,670	1.37
SAD: Atlanta	516	81,801	4.36
SPD: San Francisco	260	49,535	2.64
SWD: Dallas	306	70,575	3.34

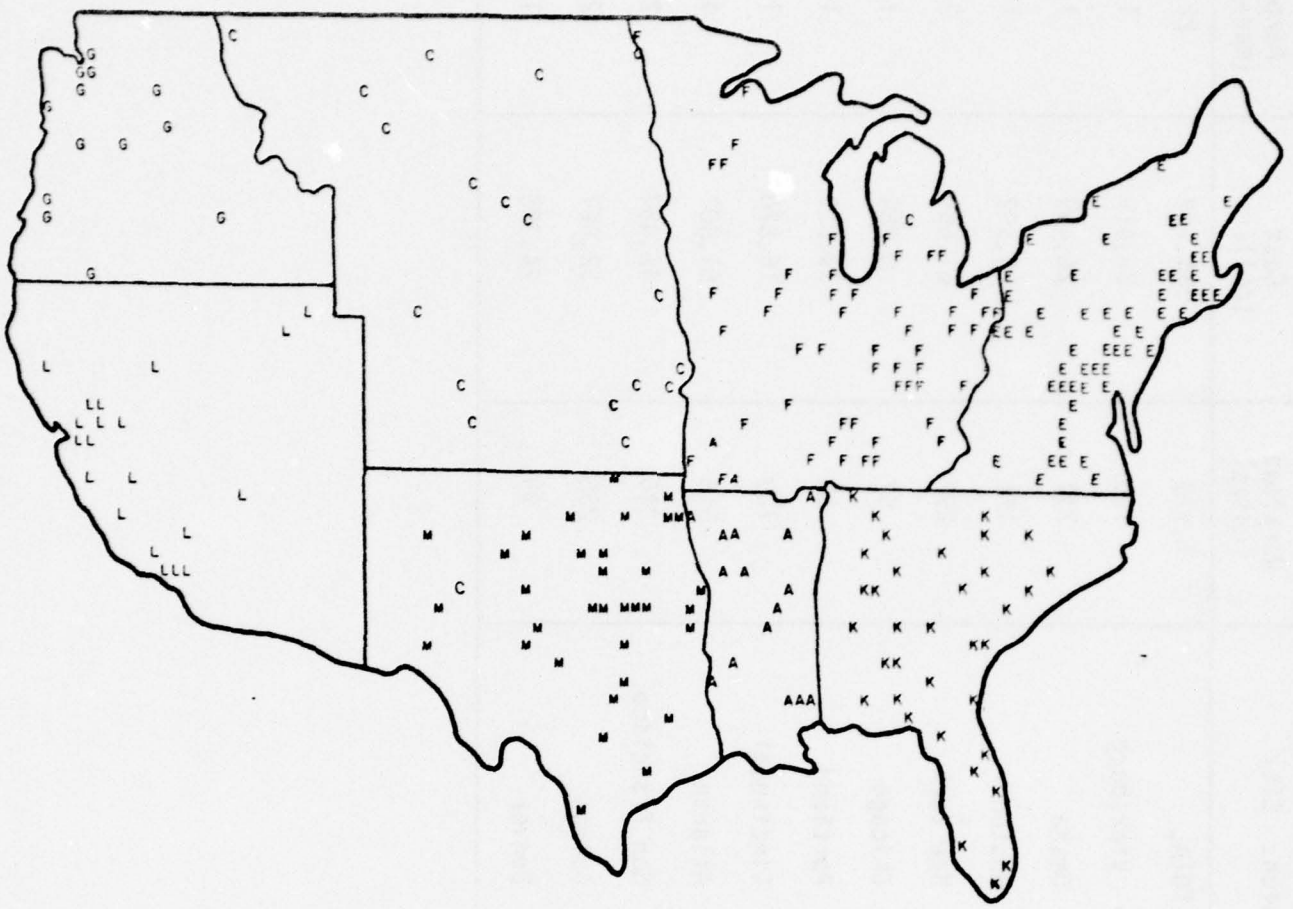
DISPOSALS: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Closest Division Office Plus Denver

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	385,119	22.44
LMVD: Vicksburg	125	26,419	1.61
MRD: Omaha	117	26,449	1.59
NED: Boston	111	20,592	1.50
NAD: New York	297	61,659	2.98
NCD: Chicago	57	8,284	1.02
NPD: Portland	63	19,619	1.27
ORD: Cincinnati	109	16,670	1.37
SAD: Atlanta	516	81,801	4.36
SPD: San Francisco	246	46,464	2.52
SWD: Dallas	235	52,867	2.70
Denver	99	24,295	1.52

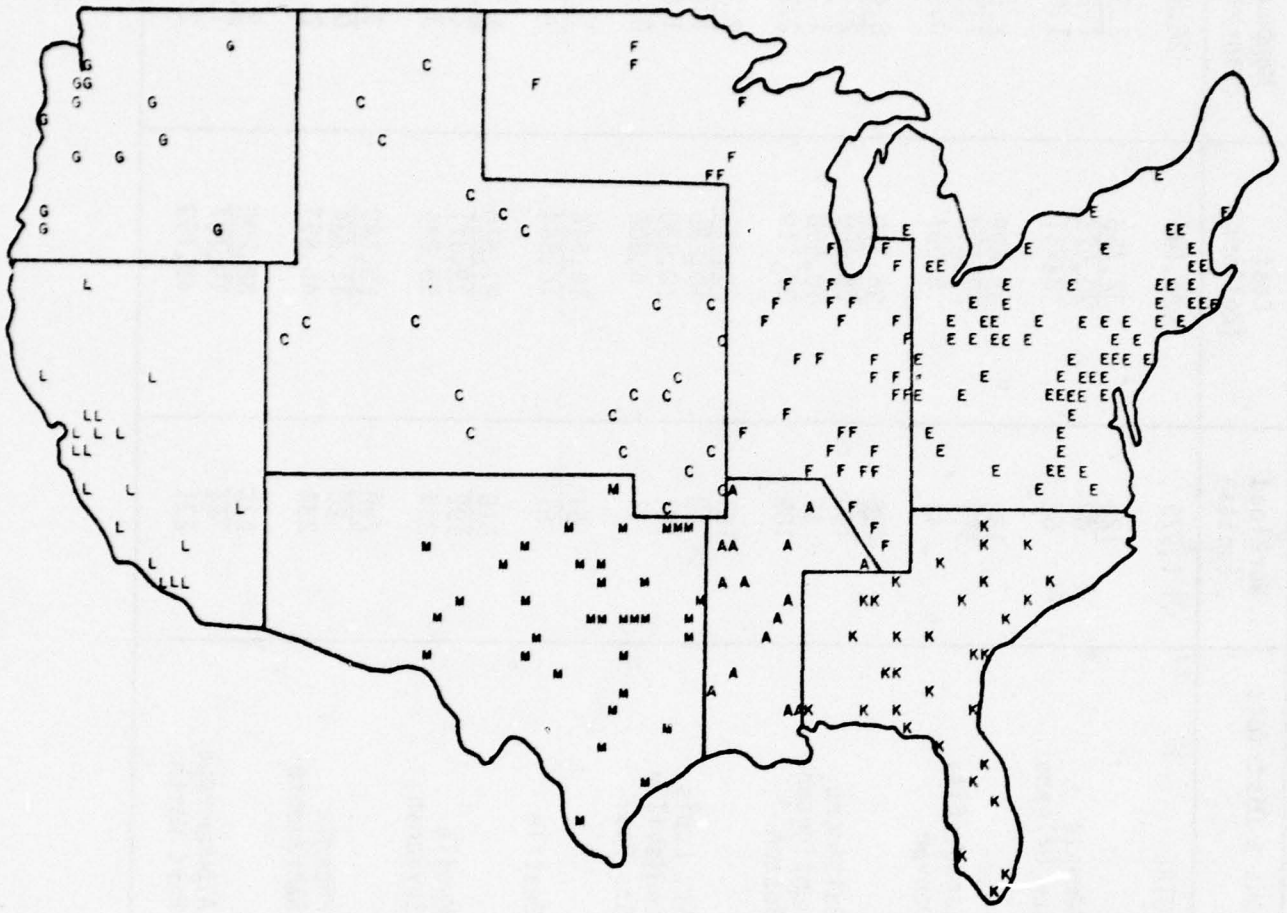
DISPOSALS: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	434,186	26.87
LMVD	125	32,786	2.36
Memphis	63	20,025	1.29
New Orleans	62	12,761	1.07
RMD	152	35,699	2.50
Kansas City	111	27,698	1.54
Denver	41	8,001	0.96
NAD	425	95,109	5.48
Baltimore	190	39,400	2.10
Huntington	46	18,590	1.18
Boston	189	37,119	2.20
NCD	161	29,941	3.11
St. Louis	49	10,235	1.02
Louisville	101	12,900	1.28
St. Paul	11	6,806	0.81
NPD	61	16,544	1.19
Seattle	61	16,544	1.19
SAD	516	97,620	5.15
Mobile	192	39,371	2.13
Savannah	324	58,249	3.02
SPD	290	58,197	3.41
Phoenix	26	11,634	0.97
Sacramento	234	46,553	2.44
SWD	275	68,290	3.67
Albuquerque	44	19,137	1.17
Fort Worth	231	49,153	2.50

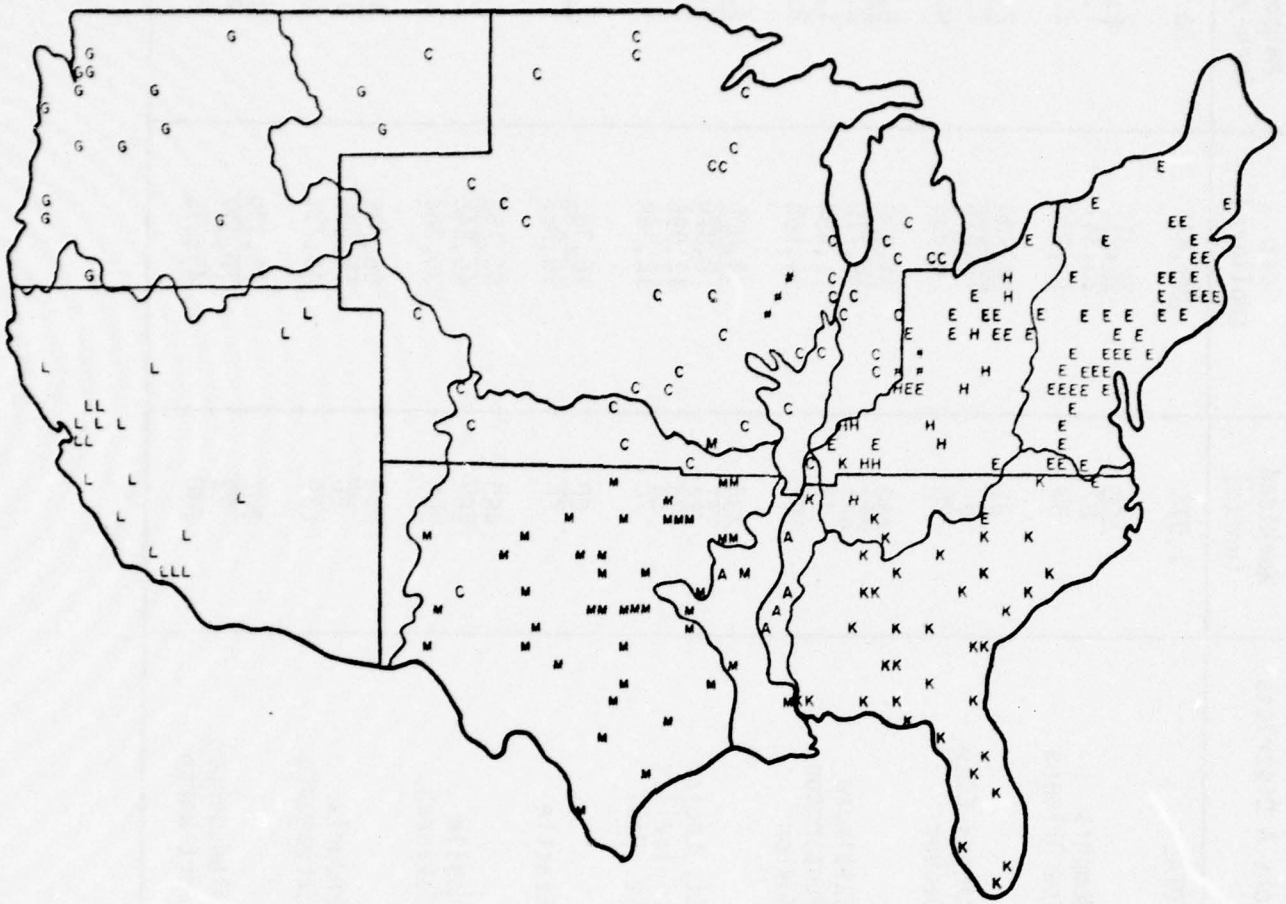
DISPOSALS: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Closest City in State Assignments

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	398,617	26.14
LMVD	125	32,311	2.35
Memphis	67	20,341	1.31
New Orleans	58	11,970	1.04
RMD	85	24,704	2.08
Kansas City	57	15,875	1.16
Denver	28	8.829	0.92
NAD	460	94,339	5.58
Baltimore	228	46,710	2.38
Huntington	47	11,464	1.04
Boston	185	36,165	2.16
NCD	234	34,060	3.39
St. Louis	41	8,870	0.96
Louisville	123	12,996	1.34
St. Paul	70	12,194	1.09
NPD	60	16,383	1.18
Seattle	60	16,383	1.18
SAD	460	85,752	4.71
Mobile	252	46,548	2.52
Savannah	208	39,204	2.19
SPD	249	55,729	3.32
Phoenix	20	11,998	0.95
Sacramento	229	43,731	2.37
SWD	302	55,339	3.53
Albuquerque	72	10,327	1.14
Fort Worth	230	45,012	2.39

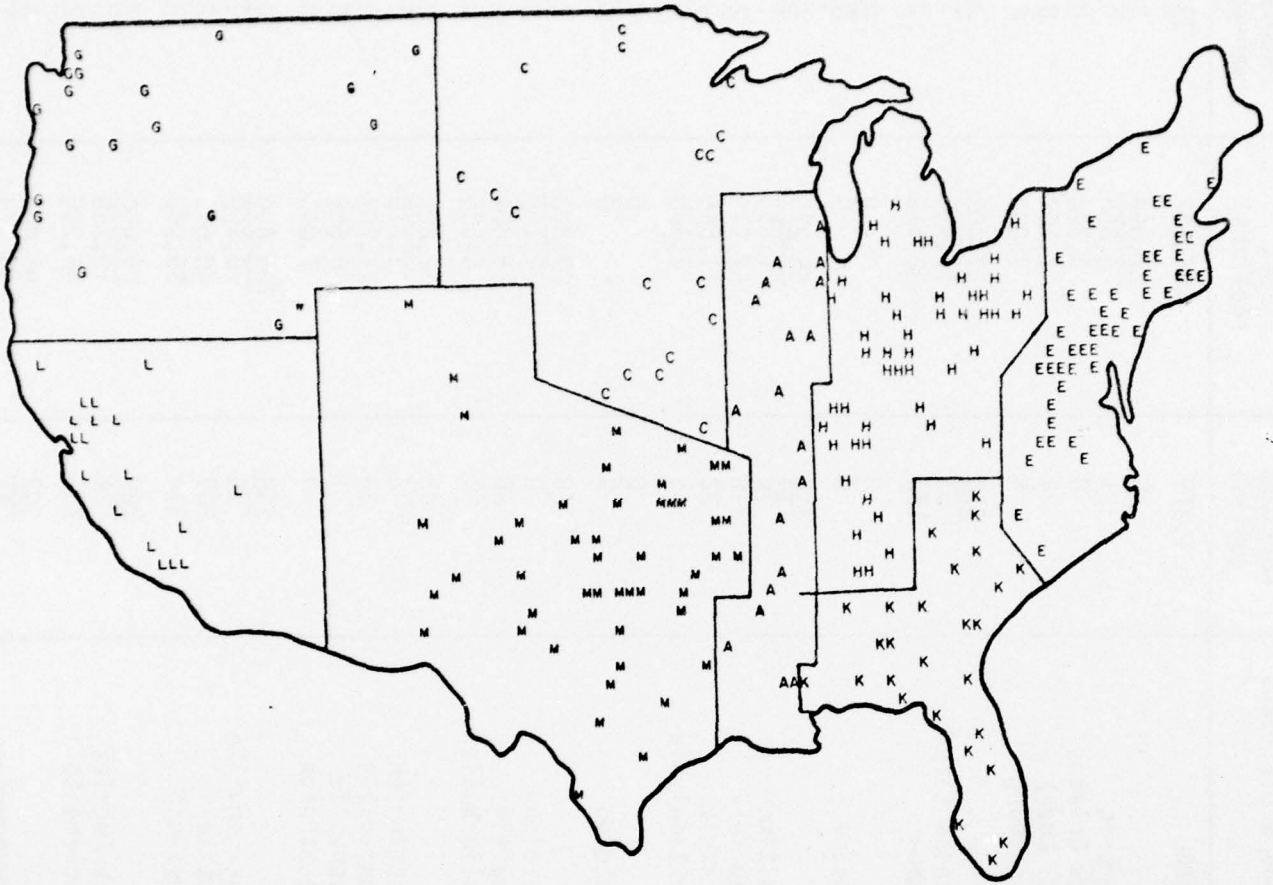
DISPOSALS: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Disposals
ASSIGNMENT: Reassign Boston and Chicago only

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	484,537	33.43
LMVD	9	27,094	3.01
Memphis	1	6,555	0.76
New Orleans	0	6,394	0.75
St. Louis	4	7,107	0.78
Vicksburg	4	7,038	0.78
MRD	215	47,403	3.01
Kansas City	53	14,927	1.13
Omaha	162	32,476	1.89
NED	0	0	0.00
Boston	0	0	0.00
NAD	450	98,275	6.18
Baltimore	96	21,850	1.43
New York	316	57,519	2.97
Norfolk	32	11,546	0.98
Philadelphia	6	7,360	0.80
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	66	29,808	2.72
Portland	5	7,199	0.79
Seattle	60	16,054	1.17
Walla Walla	1	6,555	0.76
ORD	45	32,821	3.33
Huntington	2	6,716	0.77
Louisville	33	11,707	0.98
Nashville	1	6.555	0.76
Pittsburgh	9	7,843	0.82
SAD	538	105,800	6.03
Jacksonville	15	8,809	0.86
Mobile	209	40,043	2.22
Savannah	314	56,948	2.95
SPD	260	54,648	3.33
Los Angeles	24	10,258	0.92
Sacramento	236	44,390	2.41
SWD	392	95,082	6.52
Albuquerque	43	13,317	1.06
Fort Worth	247	46,161	2.48
Galveston	8	7,682	0.81
Little Rock	61	16,215	1.18
Tulsa	33	11,707	0.99

DISPOSALS: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT
WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



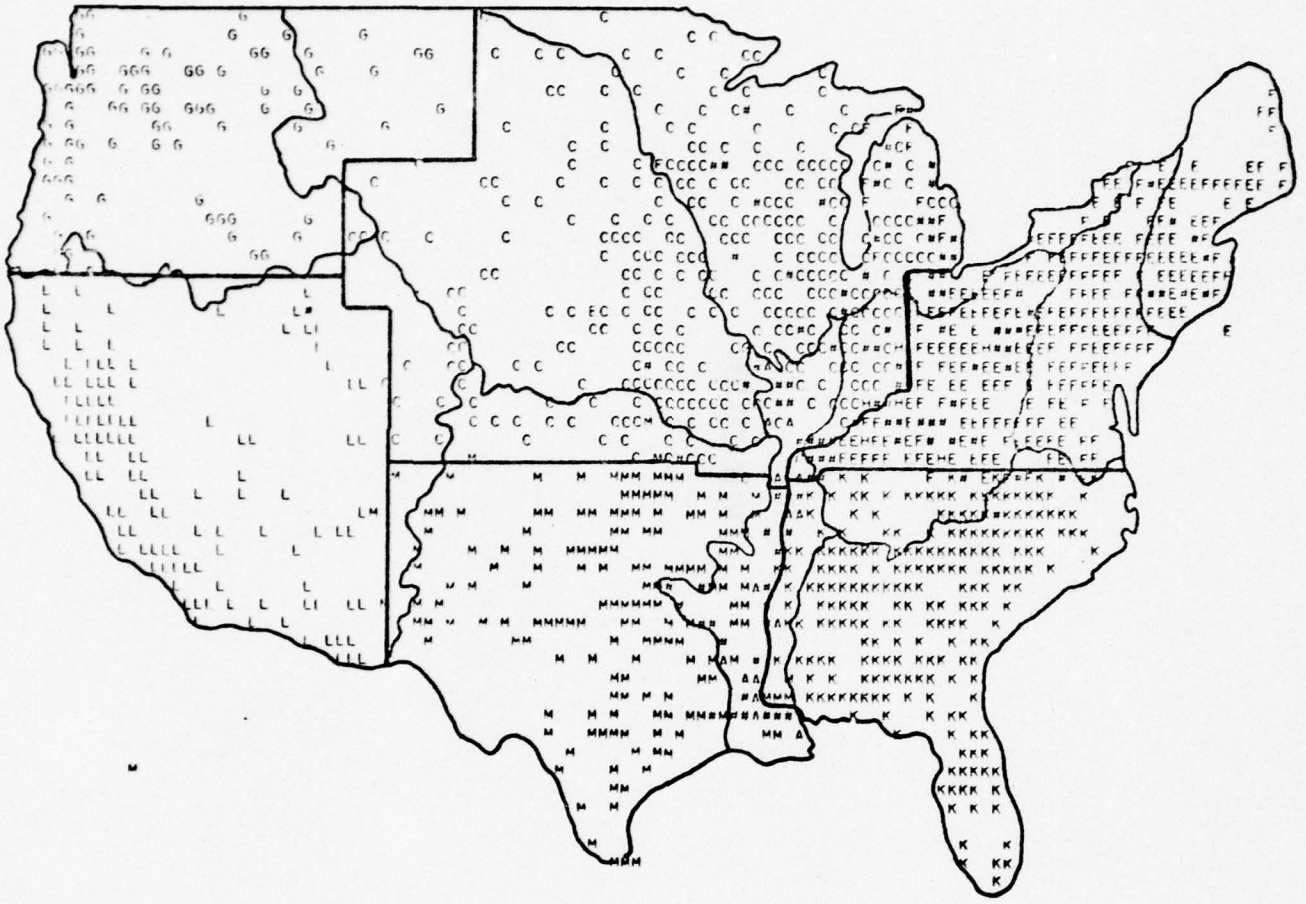
ACTIVITY: Disposals
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,975	438,176	33.16
LMVD	55	29,409	3.30
Memphis	3	6,615	0.77
New Orleans	2	6,485	0.76
St. Louis	44	9,261	0.98
Vicksburg	6	7,048	0.79
MRD	121	32,247	2.36
Kansas City	48	14,100	1.09
Omaha	73	18,146	1.27
NED	0	0	0.00
Boston	0	0	0.00
NAD	409	85,037	5.65
Baltimore	44	13,475	1.06
New York	194	37,805	2.11
Norfolk	34	11,698	0.99
Philadelphia	137	22,059	1.49
NCD	0	0	0.00
Chicago	0	0	0.00
NPD	79	30,687	2.79
Portland	9	7,493	0.81
Seattle	47	13,961	1.08
Walla Walla	23	9,233	0.90
ORD	245	43,282	4.35
Huntington	20	8,643	0.88
Louisville	48	8,021	0.97
Nashville	142	17,715	1.56
Pittsburgh	35	8,903	0.94
SAD	393	80,478	4.98
Jacksonville	27	9,373	0.92
Mobile	197	37,693	2.13
Savannah	169	33,412	1.93
SPD	246	49,991	3.23
Los Angeles	135	25,726	1.70
Sacramento	111	24,265	1.53
SWD	427	87,045	6.50
Albuquerque	80	10,840	1.17
Fort Worth	75	18,273	1.28
Galveston	179	30,349	1.89
Little Rock	65	16,737	1.21
Tulsa	28	10,846	0.95

UTILIZATION

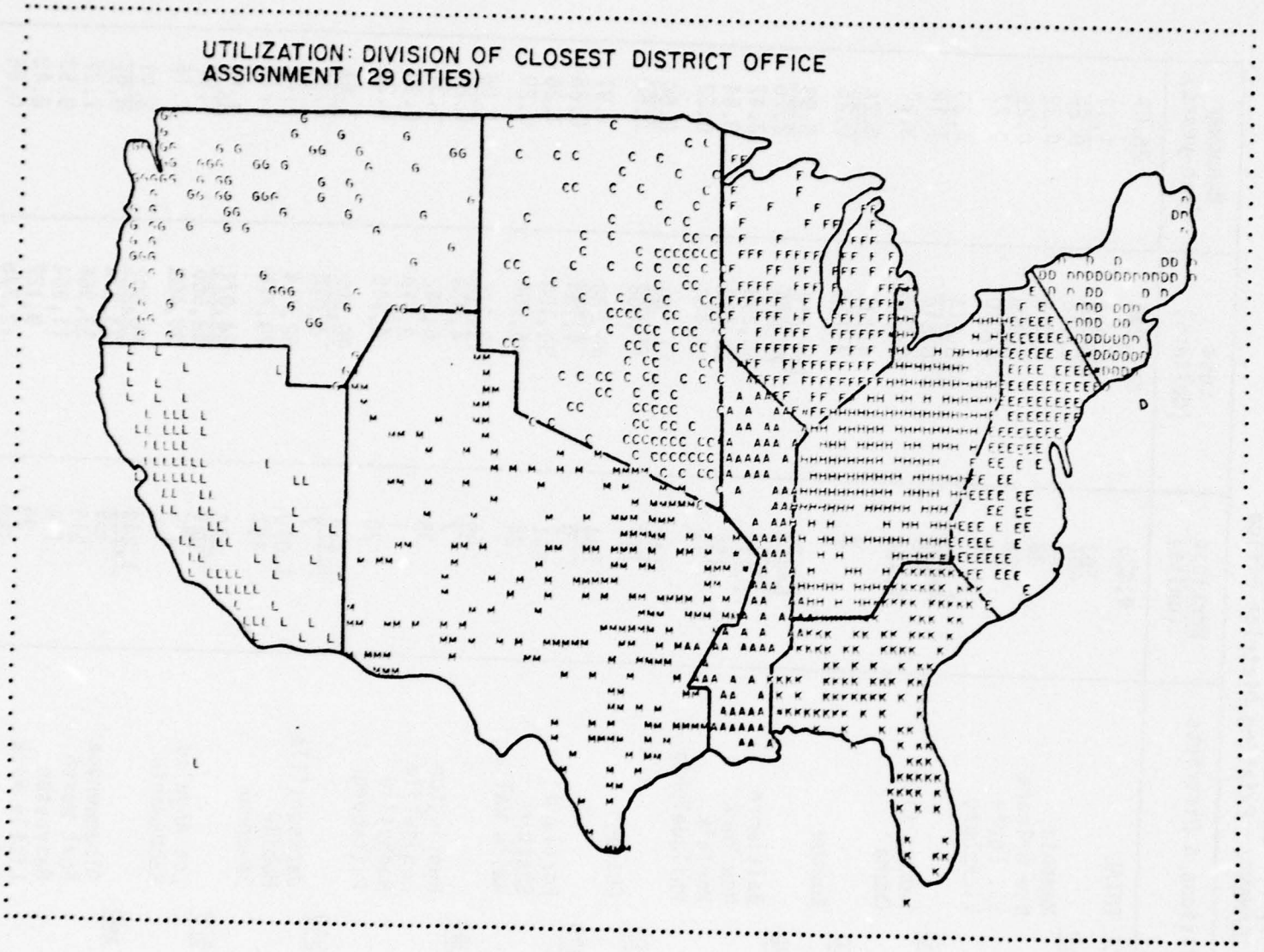
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UTILIZATION: EXISTING DIVISION OFFICE ASSIGNMENT
(29 CITIES)



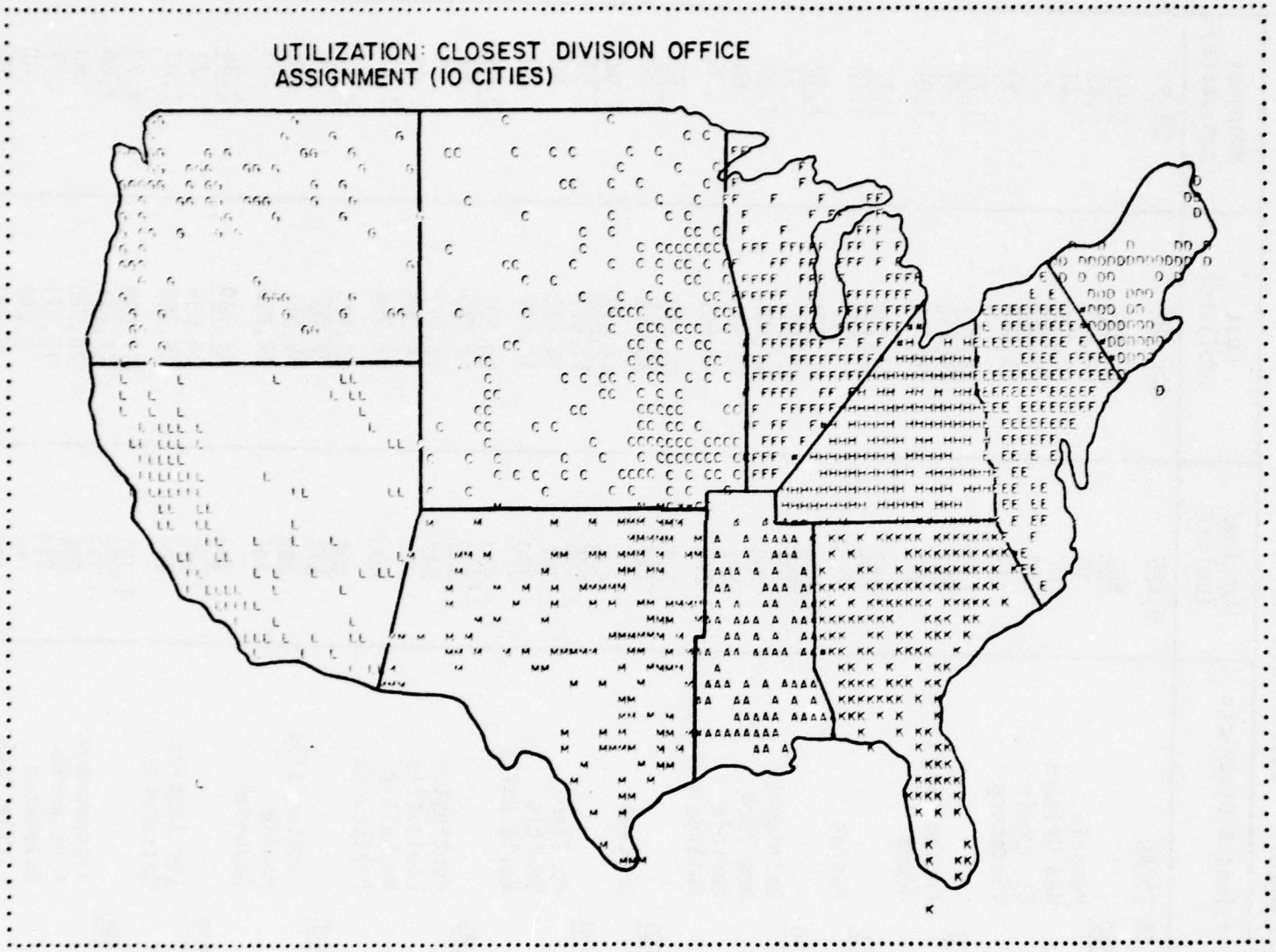
ACTIVITY: Utilization
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	651,398	25.81
LMVD	103	20,422	1.17
Memphis	23	4,946	0.29
New Orleans	38	5,816	0.32
St. Louis	26	5,120	0.29
Vicksburg	16	4,540	0.27
MRD	1,955	120,614	4.39
Kansas City	469	30,814	1.18
Omaha	1,486	89,800	3.21
NED	9	4,134	0.26
Boston	9	4,134	0.26
NAD	2,515	160,318	5.98
Baltimore	1,232	75,068	2.70
New York	1,117	68,398	2.47
Norfolk	152	12,428	0.54
Philadelphia	14	4,424	0.27
NCD	132	11,268	0.50
Chicago	132	11,268	0.50
NPD	594	45,288	1.91
Portland	9	4,134	0.26
Seattle	561	36,150	1.36
Walla Walla	24	5,004	0.29
ORD	66	18,276	1.09
Huntington	7	4,018	0.25
Louisville	35	5,642	0.31
Nashville	1	3,670	0.24
Pittsburgh	23	4,946	0.29
SAD	1,477	96,502	3.67
Jacksonville	7	4,018	0.25
Mobile	1,019	62,714	2.28
Savannah	451	29,770	1.14
SPD	1,325	84,074	3.13
Los Angeles	863	53,666	1.97
Sacramento	462	30,408	1.16
SWD	1,249	90,502	3.71
Albuquerque	339	23,274	0.92
Fort Worth	513	33,366	1.27
Galveston	144	11,964	0.53
Little Rock	95	9,122	0.43
Tulsa	158	12,776	0.56


UTILIZATION: DIVISION OF CLOSEST DISTRICT OFFICE
ASSIGNMENT (29 CITIES)

ACTIVITY: UTILIZATION
ASSIGNMENT: CLOSEST DISTRICT OFFICE

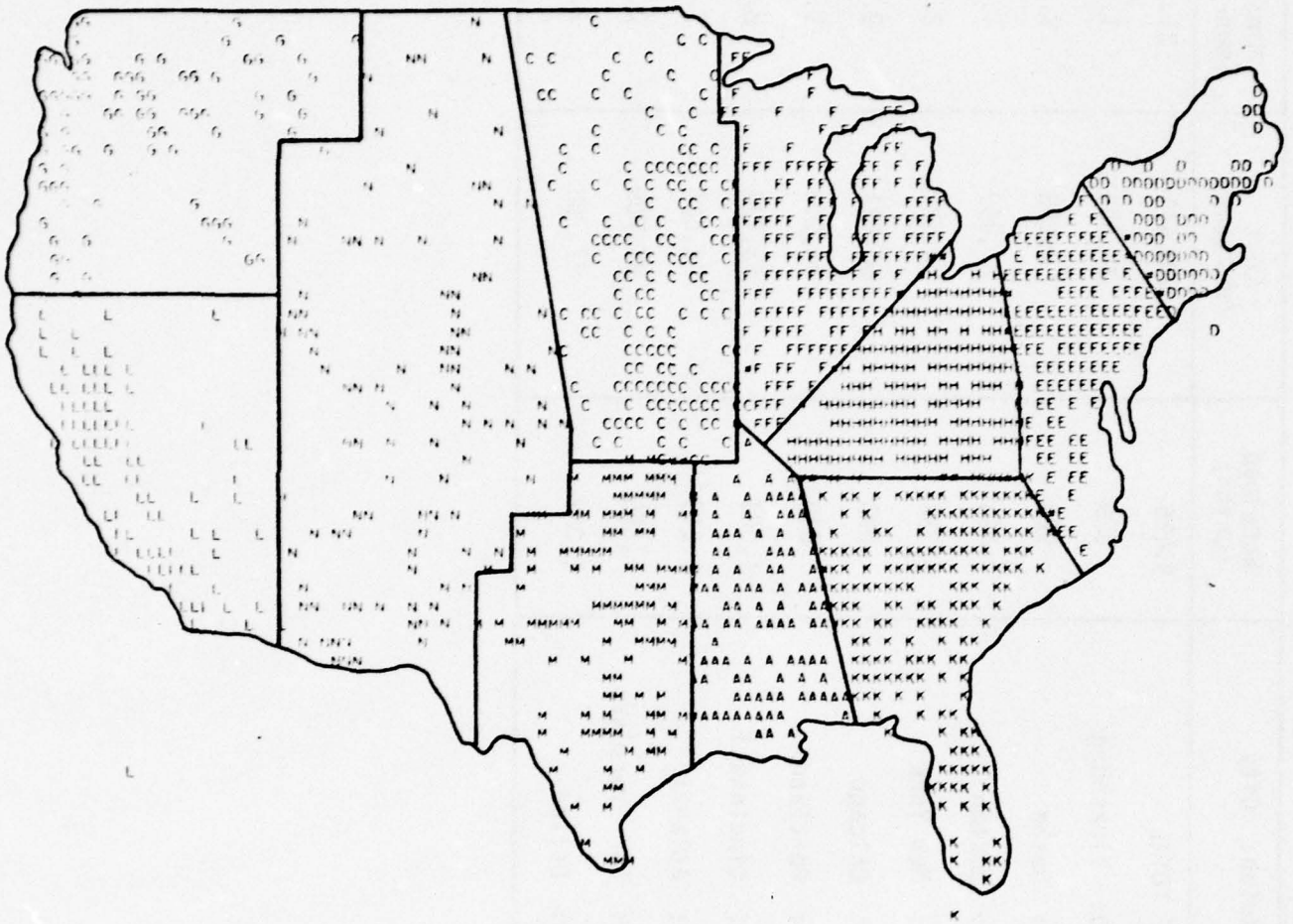
Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	601,882	24.93
LMVD	583	42,841	2.04
Memphis	99	8,449	.42
New Orleans	107	8,836	.44
St. Louis	264	16,027	.72
Vicksburg	113	9,529	.45
MRD	619	42,911	1.71
Kansas City	217	16,152	.67
Omaha	402	26,759	1.04
NED	463	27,869	1.12
Boston	463	27,869	1.12
NAD	1,289	87,024	3.49
Baltimore	334	22,944	.91
New York	490	32,000	1.22
Norfolk	187	13,571	.60
Philadelphia	278	18,509	.76
NCD	731	35,450	1.52
Chicago	731	35,450	1.52
NPD	636	44,528	1.94
Portland	155	11,507	.53
Seattle	181	14,110	.60
Walla Walla	300	18,912	.80
ORD	1,407	80,201	3.48
Huntington	323	18,763	.82
Louisville	247	13,417	.65
Nashville	237	15,065	.67
Pittsburgh	600	32,956	1.33
SAD	982	62,829	2.60
Jacksonville	418	22,902	.99
Mobile	369	25,011	.98
Savannah	195	14,916	.63
SPD	934	61,189	2.34
Los Angeles	540	34,828	1.32
Sacramento	394	26,362	1.03
SWD	1,781	117,038	4.70
Albuquerque	955	55,061	2.09
Fort Worth	296	20,718	.83
Galveston	244	17,571	.72
Little Rock	81	8,292	.40
Tulsa	205	15,397	.65


UTILIZATION: CLOSEST DIVISION OFFICE
ASSIGNMENT (10 CITIES)

ACTIVITY: UTILIZATION
ASSIGNMENT: CLOSEST DIVISION OFFICE

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	588,411	21.37
LMVD: Vicksburg	529	34,059	1.29
MRD: Omaha	928	58,588	2.12
NED: Boston	463	27,869	1.12
NAD: New York	1,334	84,632	2.98
NCD: Chicago	983	50,521	2.05
NPD: Portland	618	40,213	1.50
ORD: Cincinnati	1,004	53,472	2.10
SAD: Atlanta	1,219	73,584	2.66
SPD: San Francisco	1,265	87,708	2.94
SWD: Dallas	1,082	77,765	2.62

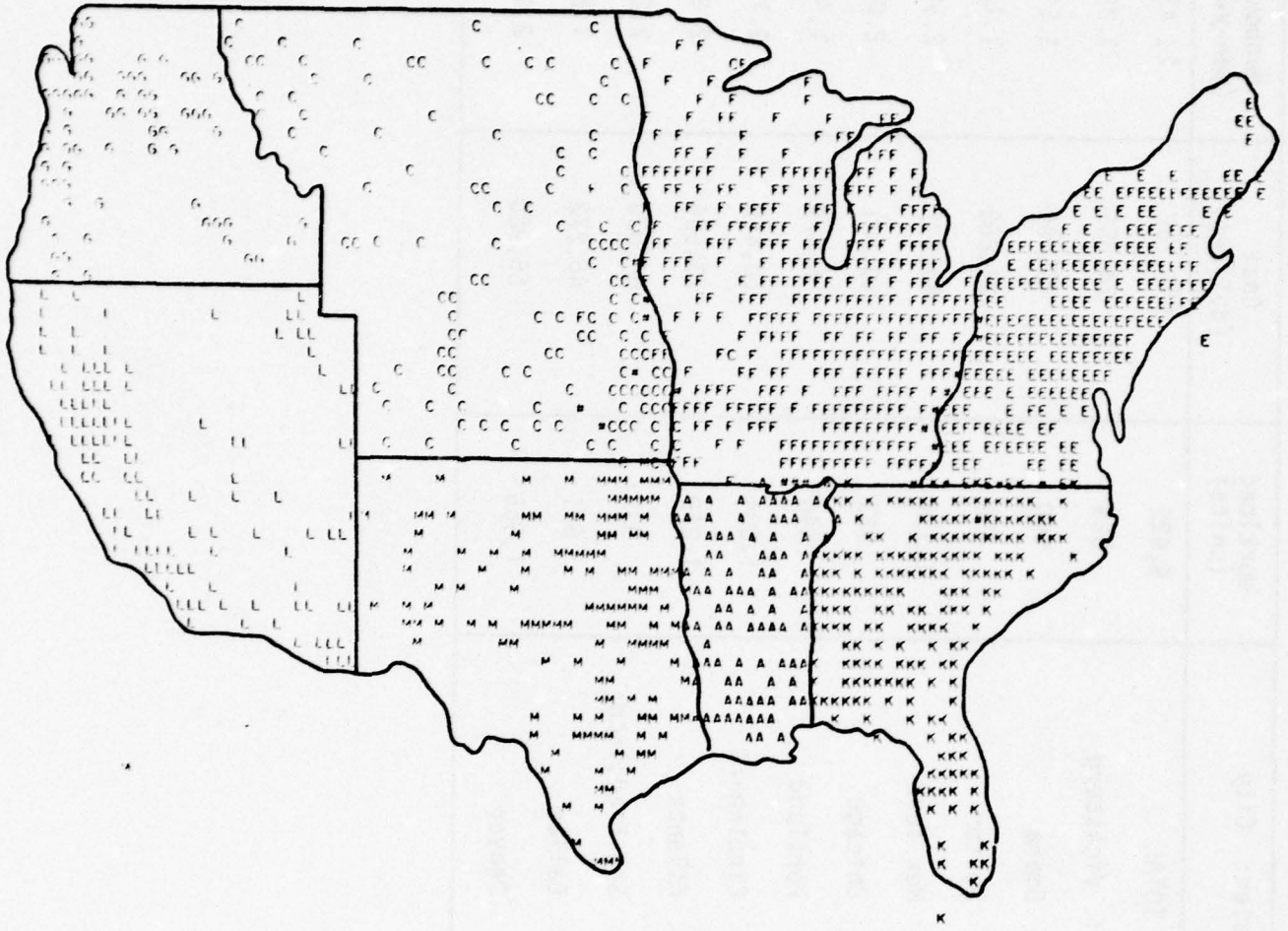
UTILIZATION: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: UTILIZATION
ASSIGNMENT: CLOSEST DIVISION OFFICE PLUS DENVER

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	581,162	21.42
LMVD: Vicksburg	529	34,059	1.28
MRD: Omaha	660	43,064	1.58
NED: Boston	463	27,869	1.12
NAD: New York	1,334	84,632	2.98
NCD: Chicago	983	50,521	2.05
NPD: Portland	546	35,879	1.35
ORD: Cincinnati	1,004	53,472	2.10
SAD: Atlanta	1,219	73,584	2.66
SPD: San Francisco	931	64,830	2.22
SWD: Dallas	691	46,272	1.67
Denver	1,065	66,980	2.41

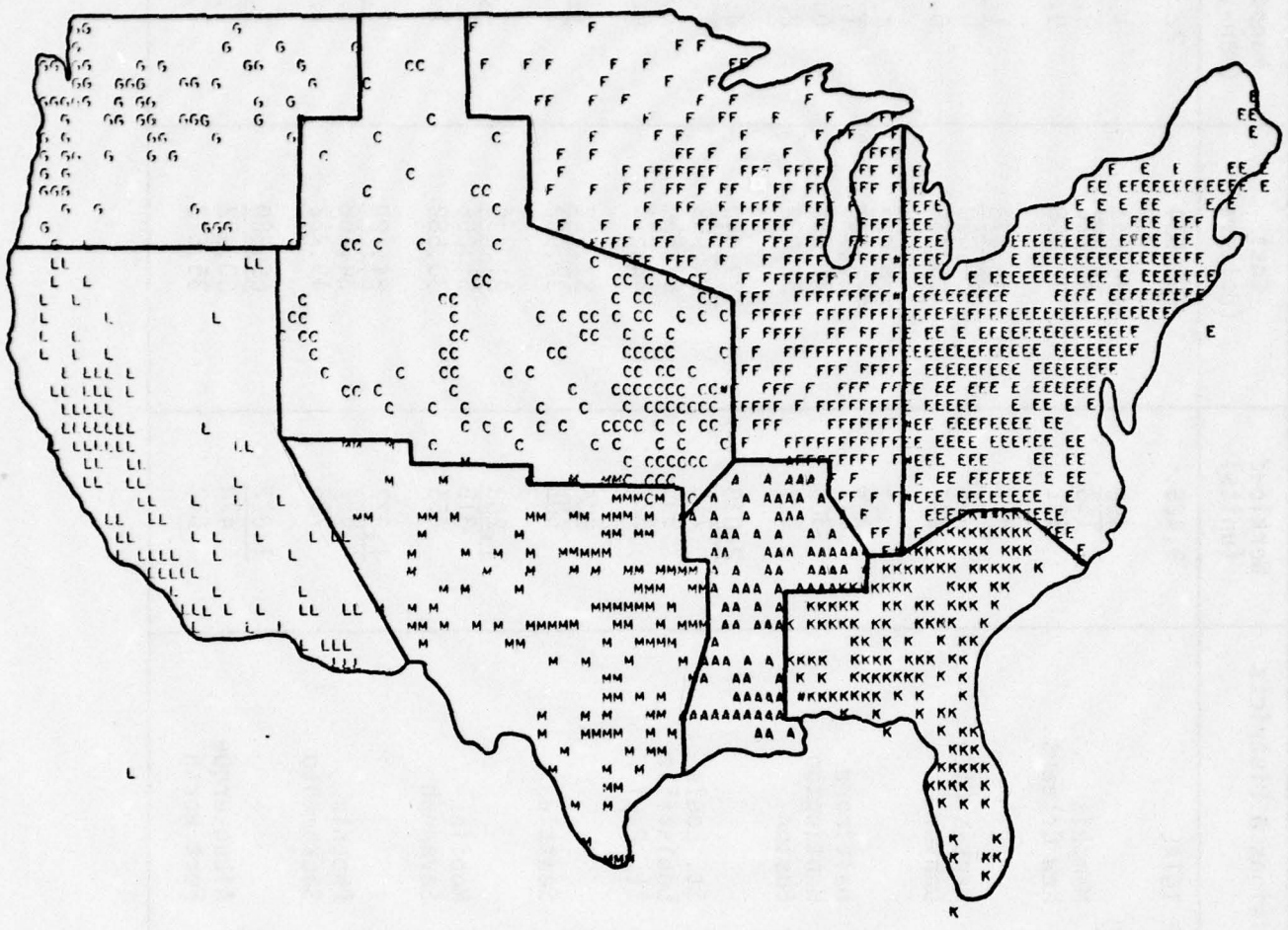
UTILIZATION: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Utilization
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	608,054	22.93
LMVD	490	35,644	1.46
Memphis	158	12,776	0.56
New Orleans	332	22,868	0.90
RMD	713	48,578	1.91
Kansas City	366	24,840	0.97
Denver	347	23,738	0.93
NAD	2,047	129,562	4.81
Baltimore	817	50,998	1187
Huntington	309	21,534	0.86
Boston	921	57,030	2.08
NCD	2,038	129,040	4.79
St. Louis	712	44,908	1.66
Louisville	999	61,554	2.24
St. Paul	327	22,578	0.89
NPD	505	32,902	1.25
Seattle	505	32,902	1.25
SAD	1,283	81,638	3.05
Mobile	818	51,056	1.88
Savannah	465	30,582	1.17
SPD	1,327	84,190	3.13
Phoenix	532	34,468	1.30
Sacramento	795	49,722	1.83
SWD	1,022	66,500	2.52
Albuquerque	470	30,872	1.18
Fort Worth	552	35,628	1.34

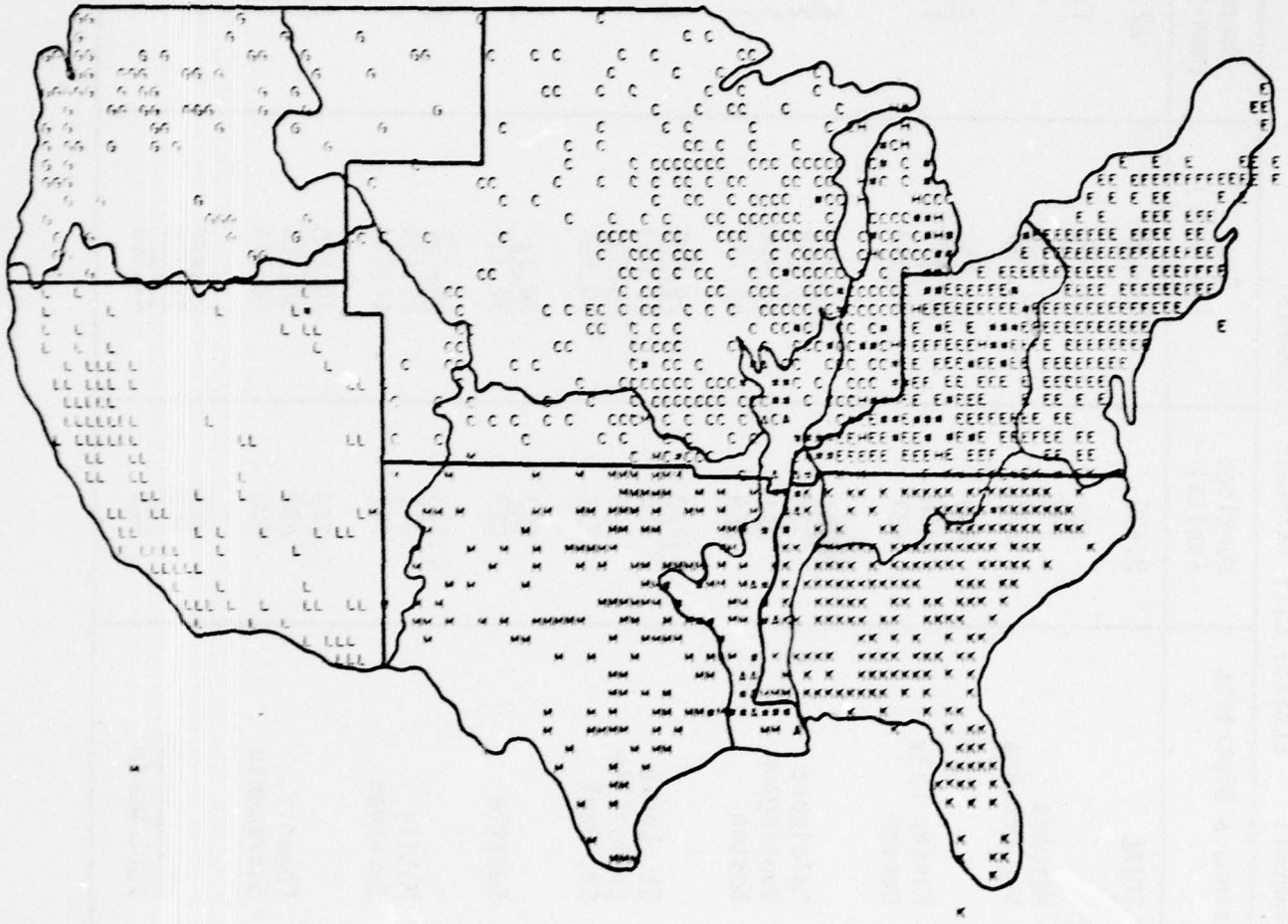
UTILIZATION: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: UTILIZATION
ASSIGNMENT: CLOSEST CITY IN STATE ASSIGNMENT

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	575,439	22.35
LMVD	452	31,389	1.34
Memphis	235	16,244	.69
New Orleans	217	15,145	.65
RMD	877	52,122	2.13
Kansas City	450	30,831	1.16
Denver	427	21,292	.97
NAD	2,746	163,797	6.10
Baltimore	1,216	76,124	2.71
Huntington	841	45,544	1.79
Boston	689	42,130	1.60
NCD	1,472	79,935	3.38
St. Louis	414	23,663	1.01
Louisville	525	25,903	1.14
St. Paul	533	30,368	1.23
NPD	527	34,331	1.30
Seattle	527	34,331	1.30
SAD	1,123	69,265	2.66
Mobile	411	27,435	1.06
Savannah	712	41,830	1.60
SPD	1,249	79,278	2.98
Phoenix	649	38,703	1.49
Sacramento	600	40,574	1.48
SWD	979	65,322	2.46
Albuquerque	359	24,260	.95
Fort Worth	620	41,062	1.50

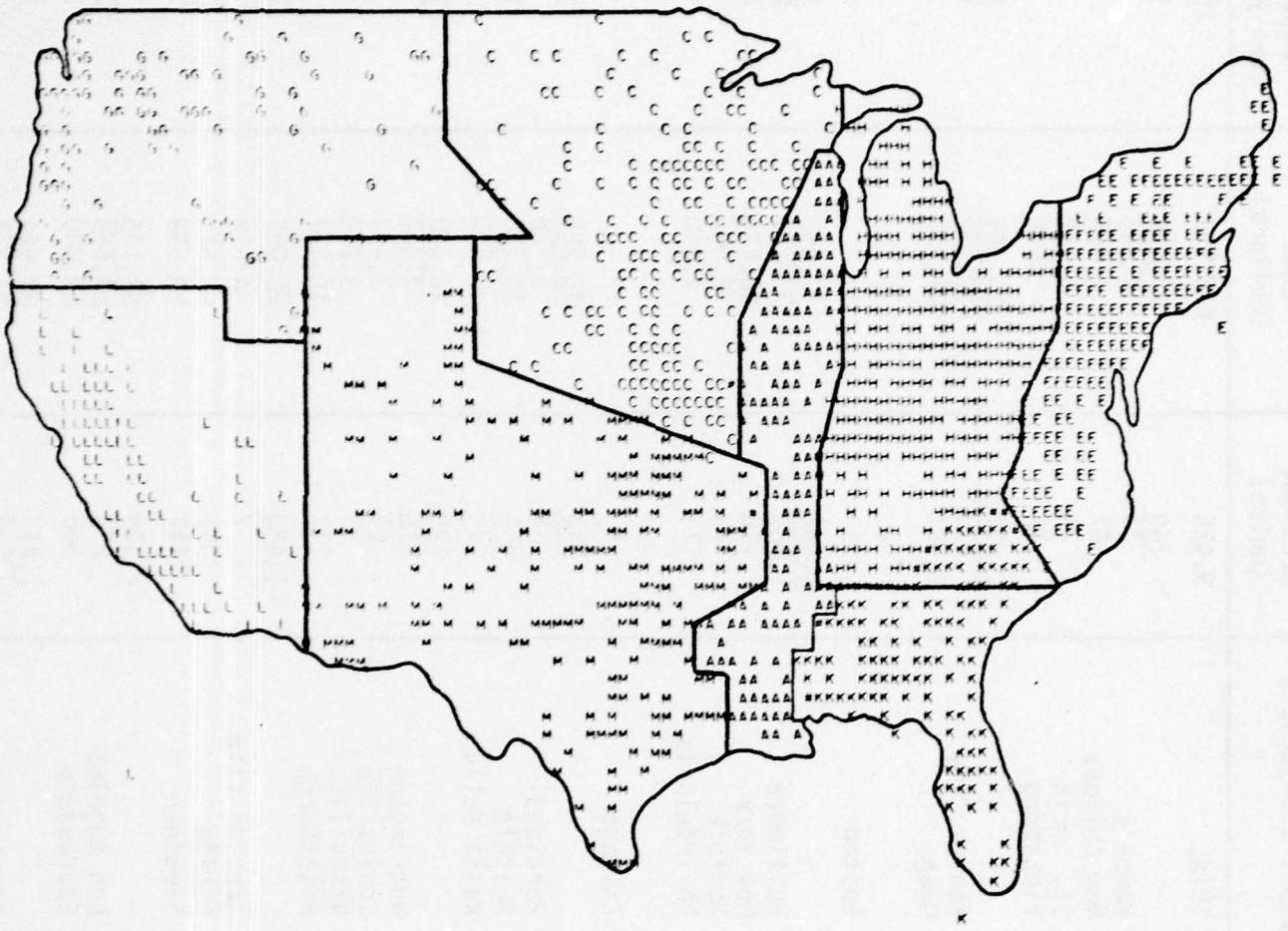
UTILIZATION: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: UTILIZATION
ASSIGNMENT: REASSIGN BOSTON AND CHICAGO ONLY

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	644,255	25.33
LMVD	149	23,174	1.26
Memphis	23	4,946	.29
New Orleans	67	7,498	.37
St. Louis	35	5,726	.31
Vicksburg	24	5,004	.29
MRD	2,021	124,401	4.52
Kansas City	470	30,872	1.18
Omaha	1,551	93,529	3.34
NED	--	--	--
Boston	--	--	--
NAD	2,466	157,496	5.89
Baltimore	1,184	72,284	2.61
New York	1,118	68,476	2.48
Norfolk	153	12,486	.55
Philadelphia	11	4,250	.26
NCD	--	--	--
Chicago	--	--	--
NPD	594	45,288	1.91
Portland	2	3,728	.24
Seattle	561	36,150	1.36
Walla Walla	31	5,410	.30
ORD	199	26,008	1.36
Huntington	16	4,540	.27
Louisville	65	7,477	.37
Nashville	1	3,670	.24
Pittsburgh	117	10,321	.47
SAD	1,470	96,096	3.66
Jacksonville	7	4,018	.25
Mobile	1,016	62,540	2.27
Savannah	447	29,538	1.13
SPD	1,309	83,146	3.10
Los Angeles	863	53,666	1.97
Sacramento	446	29,480	1.13
SWD	1,217	88,646	3.63
Albuquerque	339	23,274	.92
Fort Worth	484	31,684	1.21
Galveston	144	11,964	.53
Little Rock	92	8,948	.42
Tulsa	158	12,776	.56

UTILIZATION: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT
WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)



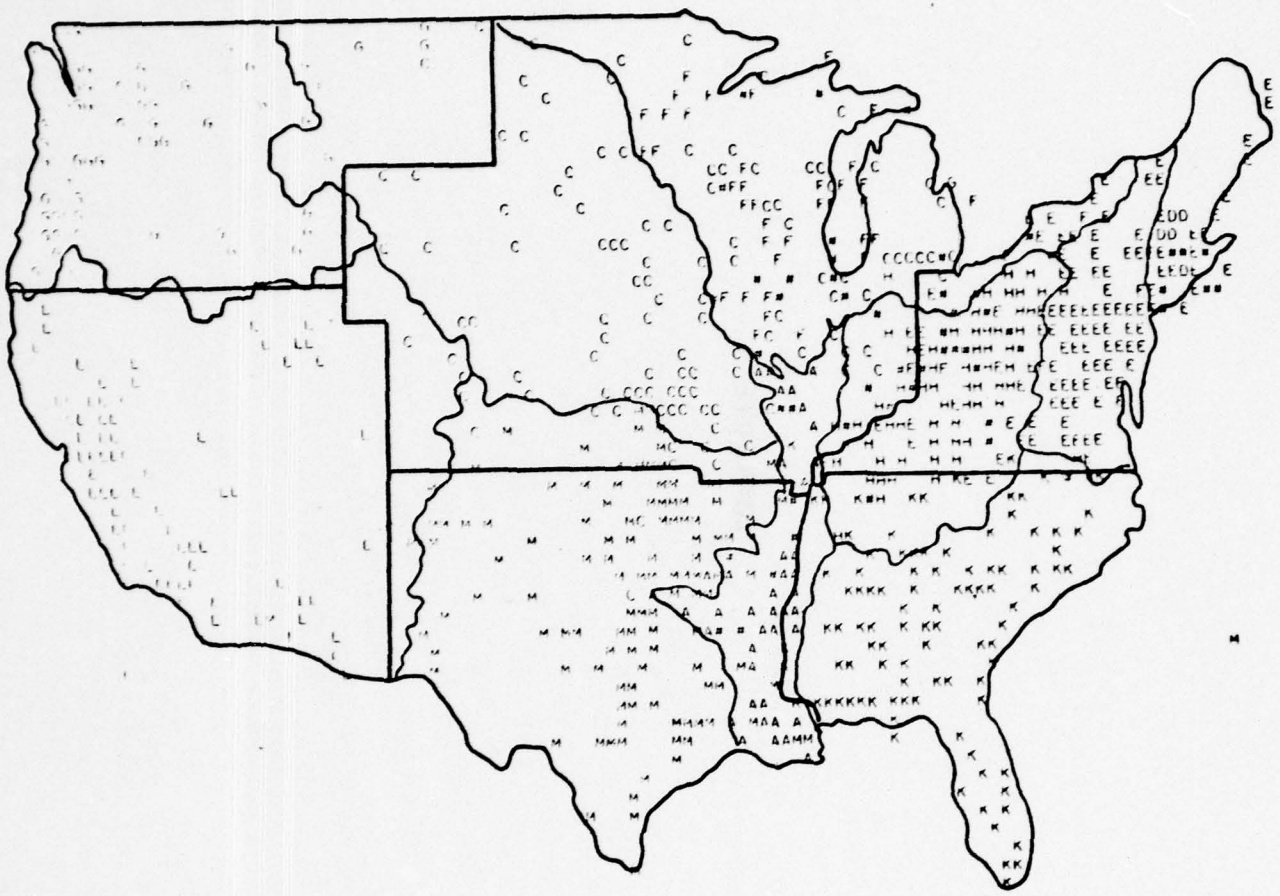
ACTIVITY: UTILIZATION
ASSIGNMENT: WITHOUT BOSTON AND CHICAGO

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	9,425	602,626	24.60
LMVD	856	57,394	2.57
Memphis	99	8,449	.42
New Orleans	107	8,836	.44
St. Louis	537	30,580	1.25
Vicksburg	113	9,529	.45
MRD	731	49,408	1.94
Kansas City	217	16,152	.67
Omaha	514	33,256	1.27
NED	--	--	--
Boston	--	--	--
NAD	1,752	113,901	4.41
Baltimore	334	22,944	.91
New York	953	58,877	2.15
Norfolk	187	13,571	.60
Philadelphia	278	18,509	.76
NCD	--	--	--
Chicago	--	--	--
NPD	636	44,528	1.94
Portland	155	11,507	.53
Seattle	181	14,110	.60
Walla Walla	300	18,912	.80
ORD	1,753	96,339	4.10
Huntington	326	18,914	.82
Louisville	440	22,199	.99
Nashville	237	15,065	.67
Pittsburgh	750	40,160	1.61
SAD	982	62,829	2.60
Jacksonville	418	22,902	.99
Mobile	369	25,011	.98
Savannah	195	14,916	.63
SPD	934	61,189	2.34
Los Angeles	540	34,828	1.32
Sacramento	394	26,362	1.03
SWD	1,781	117,038	4.70
Albuquerque	995	55,061	2.09
Fort Worth	296	20,718	.83
Galveston	244	17,571	.72
Little Rock	81	8,292	.40
Tulsa	205	15,397	.65

COMPLIANCE

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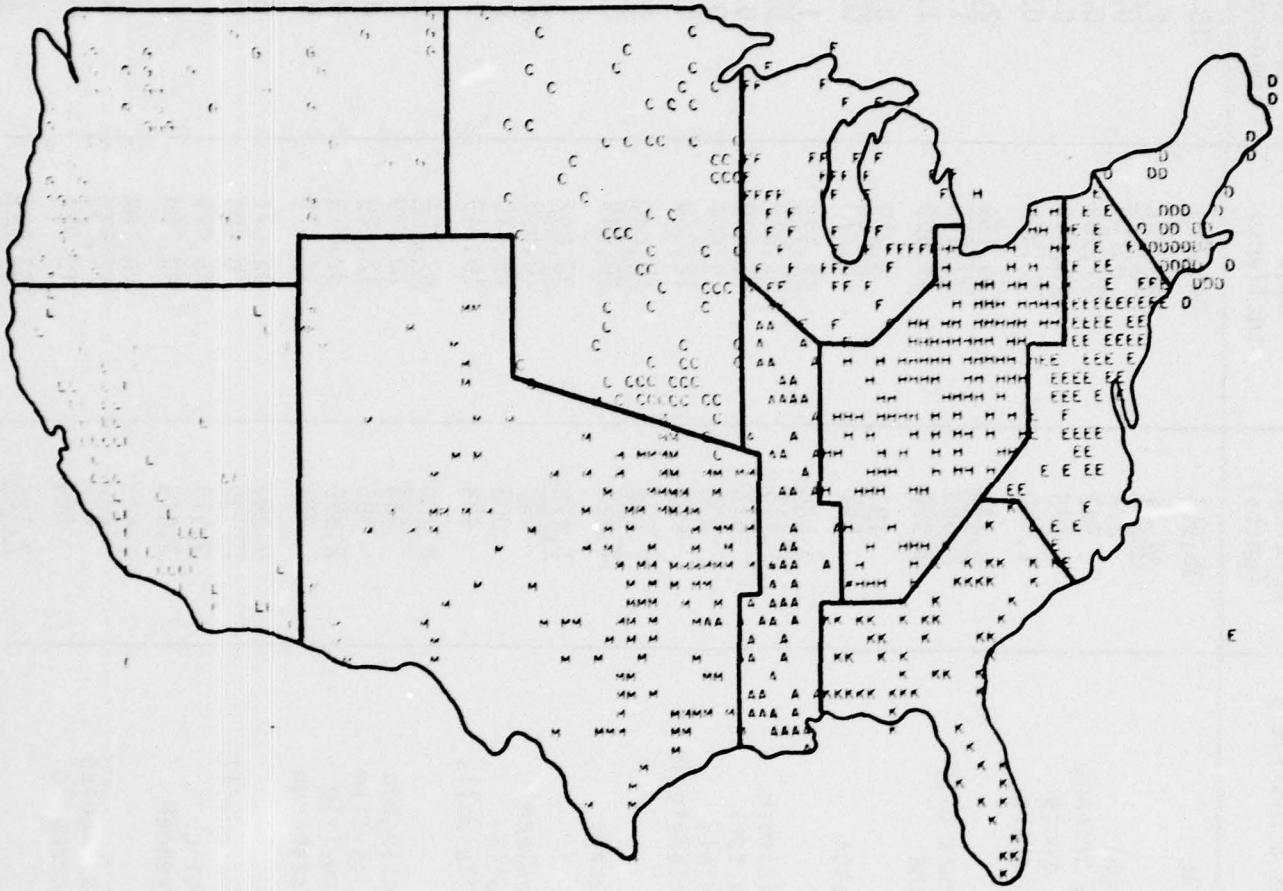
COMPLIANCE: EXISTING DIVISION OFFICE ASSIGNMENT
(29 CITIES)



ACTIVITY: Compliance
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	540,261	18.21
LMVD	32,91	58,386	2.03
Memphis	234	8,709	0.33
New Orleans	543	11,709	0.42
St. Louis	1,373	20,099	0.67
Vicksburg	1,150	17,869	0.60
MRD	6,243	75,168	2.39
Kansas City	2,693	33,299	1.07
Omaha	3,550	41,869	1.32
NED	191	8,279	0.32
Boston	191	8,279	0.32
NAD	2,665	52,126	1.84
Baltimore	1,115	17,519	0.59
New York	616	12,529	0.44
Norfolk	332	9,689	0.36
Philadelphia	602	12,389	0.44
NCD	1,428	20,649	0.69
Chicago	1,428	20,649	0.69
NPD	1,476	33,867	1.22
Portland	433	10,699	0.39
Seattle	605	12,419	0.44
Walla Walla	438	10,749	0.39
ORD	4,205	67,526	2.30
Huntington	443	10,799	0.39
Louisville	586	12,229	0.44
Nashville	2,395	30,319	0.98
Pittsburgh	781	14,179	0.49
SAD	7,387	92,977	3.00
Jacksonville	32	6,689	0.27
Mobile	3,911	45,479	1.43
Savannah	3,444	40,809	1.29
SPD	1,545	28,188	0.98
Los Angeles	849	14,859	0.51
Sacramento .	696	13,329	0.47
SWD	7,125	103,095	3.44
Albuquerque	446	10,829	0.39
Fort Worth	1,318	19,549	0.66
Galveston	206	8,429	0.32
Little Rock	2,268	29,049	0.94
Tulsa	2,887	35,239	1.13

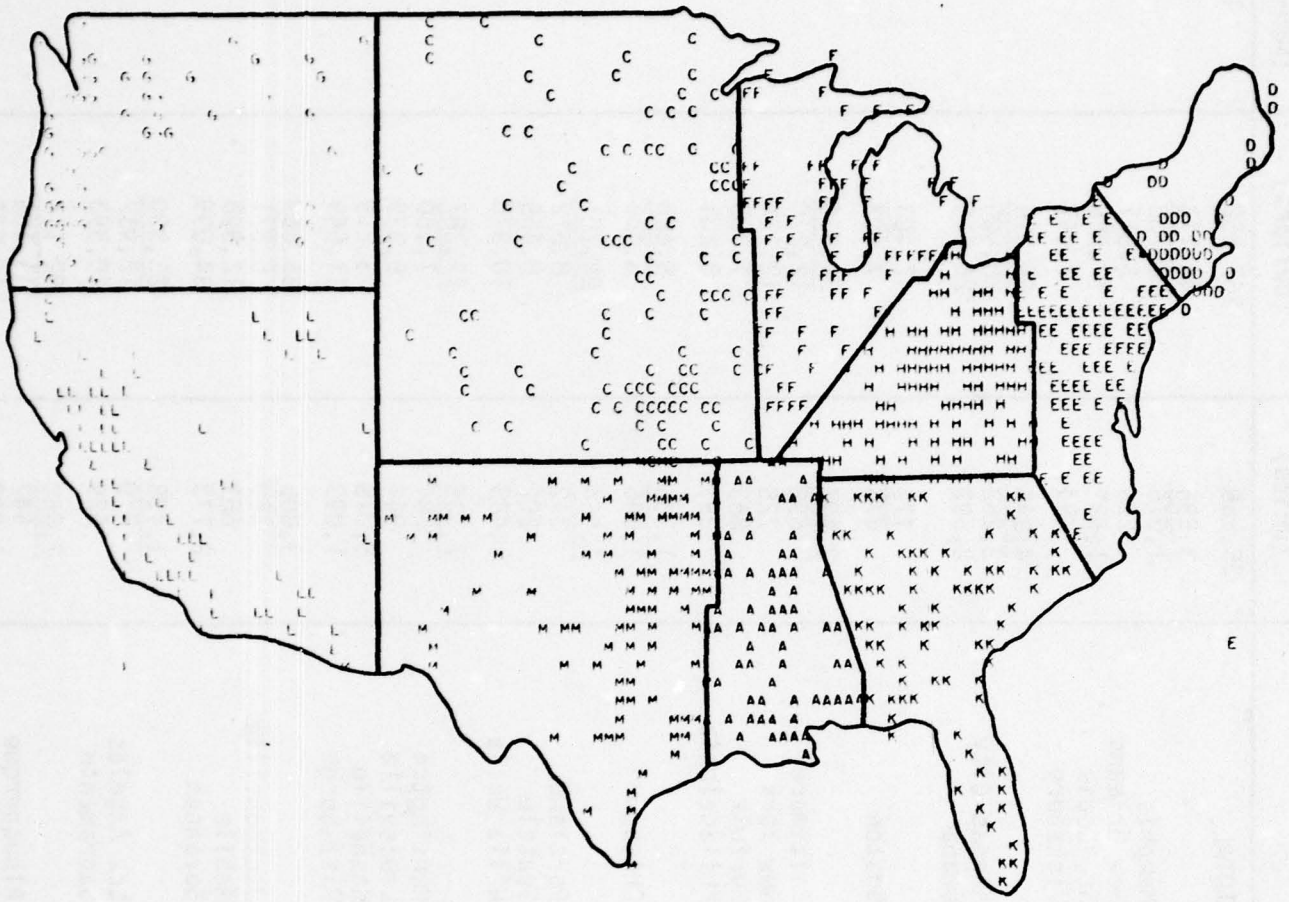
COMPLIANCE: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: COMPLIANCE
ASSIGNMENT: CLOSEST DISTRICT OFFICE

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	367,252	15.05
LMVD	3,596	40,114	1.75
Memphis	1,075	8,700	.44
New Orleans	296	5,917	.27
St. Louis	1,932	18,056	.73
Vicksburg	293	7,441	.31
MRD	4,845	55,216	1.83
Kansas City	2,253	28,800	.94
Omaha	2,592	26,416	.90
NED	476	7,403	.33
Boston	476	7,403	.33
NAD	2,497	34,530	1.48
Baltimore	598	12,270	.44
New York	725	12,754	.46
Norfolk	883	1,305	.27
Philadelphia	291	8,201	.31
NCD	1,366	5,488	.42
Chicago	1,366	5,488	.42
NPD	1,964	28,101	1.25
Portland	312	8,672	.34
Seattle	209	8,459	.32
Walla Walla	1,443	10,970	.59
ORD	7,739	27,287	1.75
Huntington	684	7,180	.36
Louisville	944	5,339	.34
Nashville	5,018	3,219	.56
Pittsburgh	1,093	11,549	.49
SAD	3,805	53,669	1.86
Jacksonville	369	6,571	.31
Mobile	663	12,998	.46
Savannah	2,773	34,099	1.09
SPD	1,408	23,330	.89
Los Angeles	779	12,937	.47
Sacramento	629	10,393	.41
SWD	7,860	92,114	3.49
Albuquerque	942	11,168	.49
Fort Worth	1,807	15,575	.72
Galveston	474	9,799	.39
Little Rock	1,753	22,281	.79
Tulsa	2,884	33,291	1.11

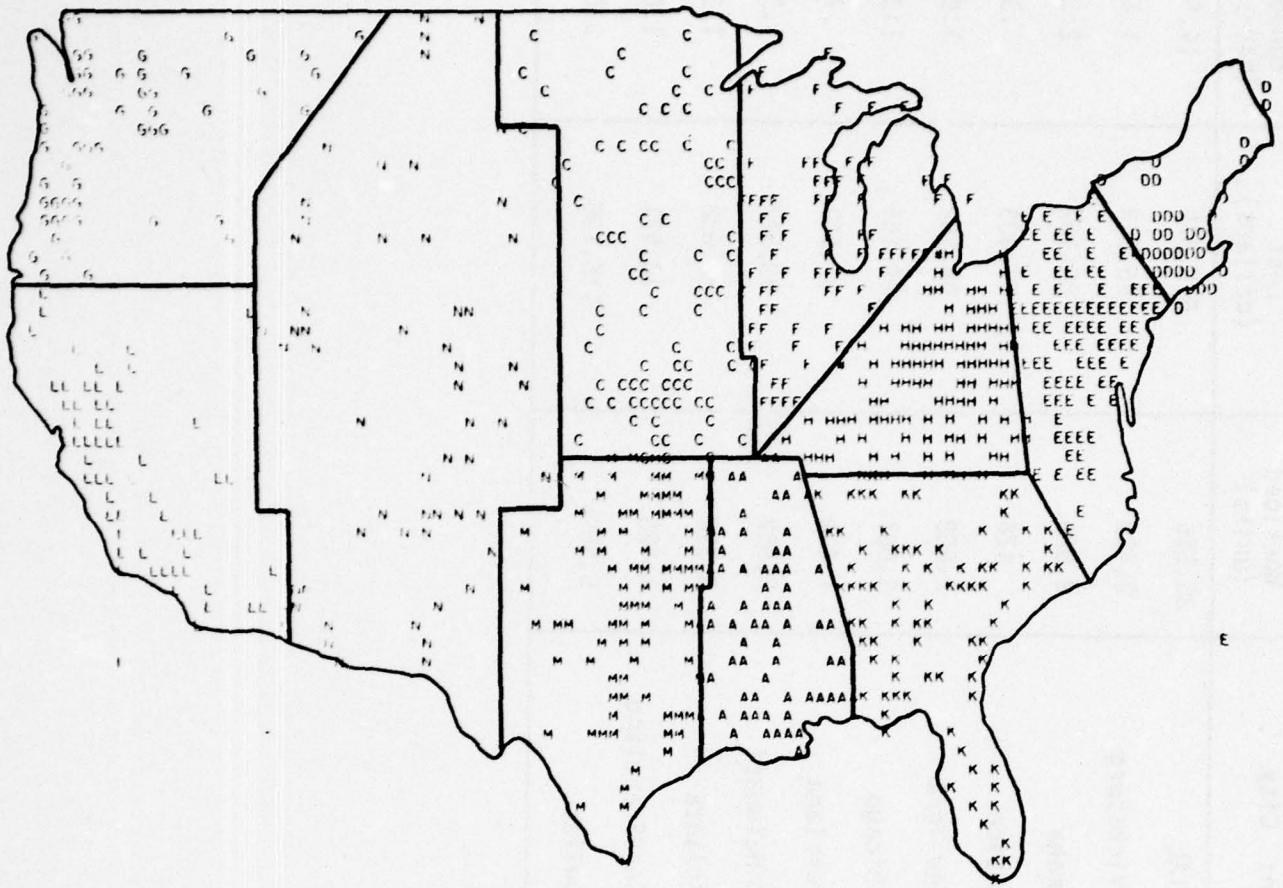
COMPLIANCE: CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)



ACTIVITY: COMPLIANCE
ASSIGNMENT:- CLOSEST DIVISION OFFICE

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	515,679	14.50
LMVD: Vicksburg	3,423	66,643	1.66
MRD: Omaha	6,028	88,197	2.31
NED: Boston	476	7,403	.33
NAD: New York	2,808	58,802	1.58
NCD: Chicago	3,061	49,151	1.37
NPD: Portland	1,438	27,501	.79
ORD: Cincinnati	2,902	39,547	1.17
SAD: Atlanta	8,326	22,698	1.38
SPD: San Francisco	1,525	40,571	1.05
SWD: Dallas	5,569	115,166	2.88

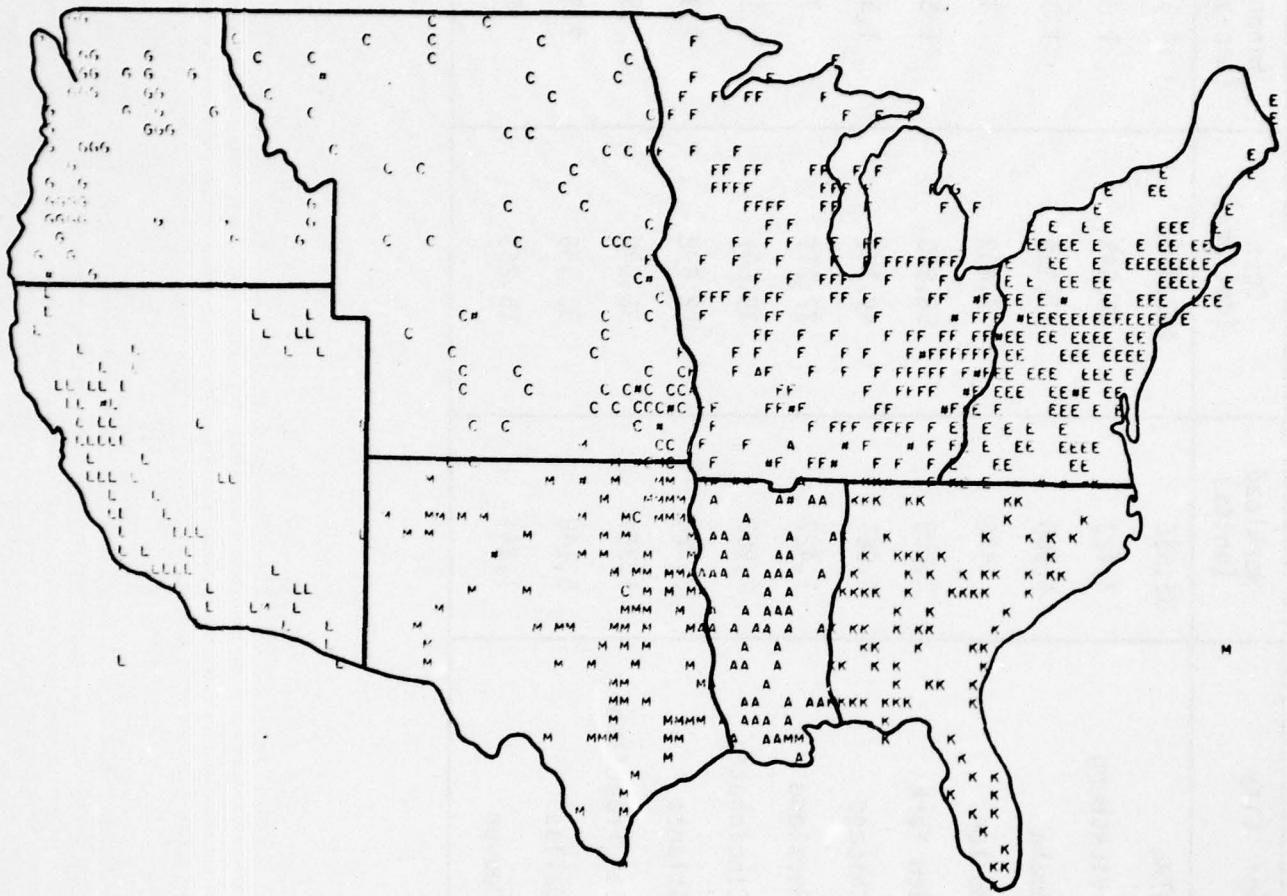
COMPLIANCE: CLOSEST DIVISION OFFICE ASSIGNMENT PLUS DENVER (11 CITIES)



ACTIVITY: COMPLIANCE
ASSIGNMENT: CLOSEST DIVISION OFFICE PLUS DENVER

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	492,472	14.33
LMVD: Vicksburg	3,423	66,643	1.66
MRD: Omaha	4,980	77,339	1.99
NED: Boston	476	7,403	.33
NAD: New York	2,808	58,802	1.58
NCD: Chicago	3,061	49,151	1.37
NPD: Portland	1,427	27,319	.78
ORD: Cincinnati	2,902	39,547	1.17
SAD: Atlanta	8,326	22,698	1.38
SPD: San Francisco	1,361	35,942	.96
SWD: Dallas	5,148	92,359	2.38
Denver	1,644	15,269	.74

COMPLIANCE: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



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REAL ESTATE ORGANIZATION ANALYSIS USING THE REAL ESTATE MODEL O--ETC(U)
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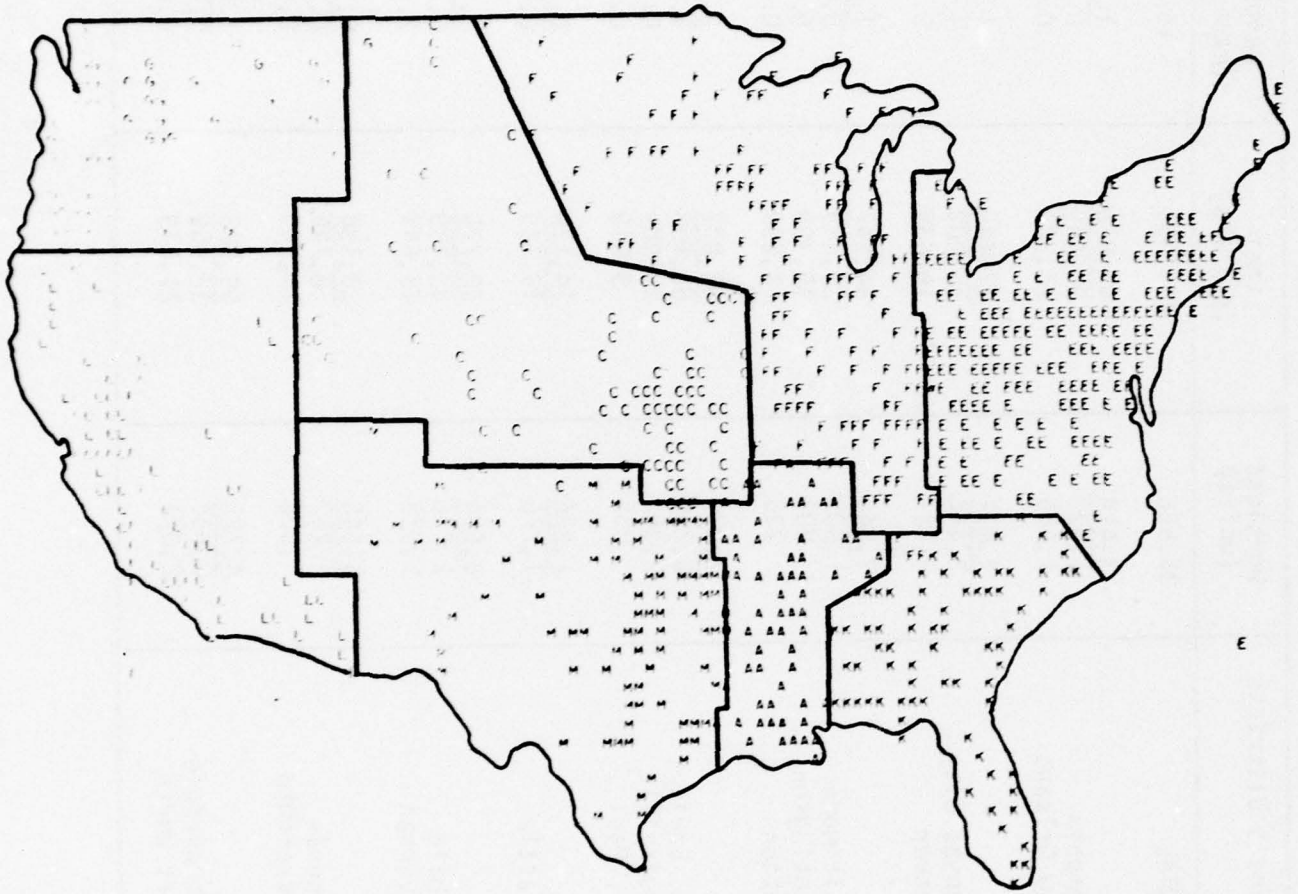


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ACTIVITY: Compliance
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	463,833	15.09
LMVD	3,414	46,878	1.54
Memphis	1,928	25,649	0.84
New Orleans	1,486	21,229	0.71
RMD	4,471	57,448	1.86
Kansas City	3,444	40,809	1.29
Denver	1,027	16,639	0.57
NAD	3,544	54,547	1.84
Baltimore	1,908	25,449	0.83
Huntington	903	15,399	0.53
Boston	733	13,699	0.48
NCD	7,977	98,877	3.17
St. Louis	5,260	58,969	1.84
Louisville	2,362	29,989	0.97
St. Paul	355	9,919	0.37
NPD	1,276	19,129	0.64
Seattle	1,276	19,129	0.64
SAD	8,604	98,778	3.10
Mobile	2,676	33,129	0.64
Savannah	5,928	65,649	2.04
SPD	1,545	28,188	0.98
Phoenix	237	8,739	0.33
Sacramento	1,308	19,449	0.65
SWD	4,725	59,988	1.94
Albuquerque	2,654	32,909	1.06
Fort Worth	2,071	27,079	0.88

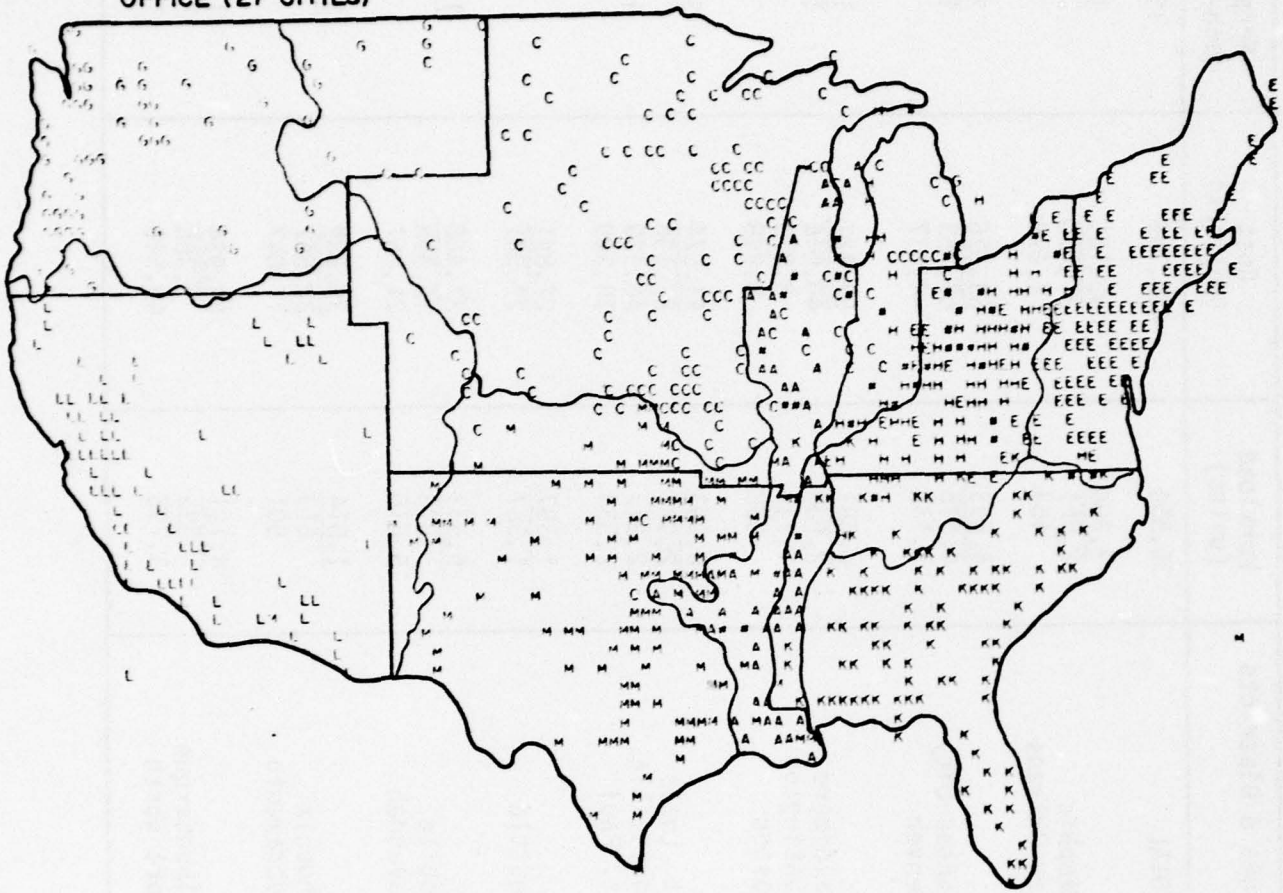
COMPLIANCE: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: COMPLIANCE
ASSIGNMENT: CLOSEST CITY IN STATE ASSIGNMENT

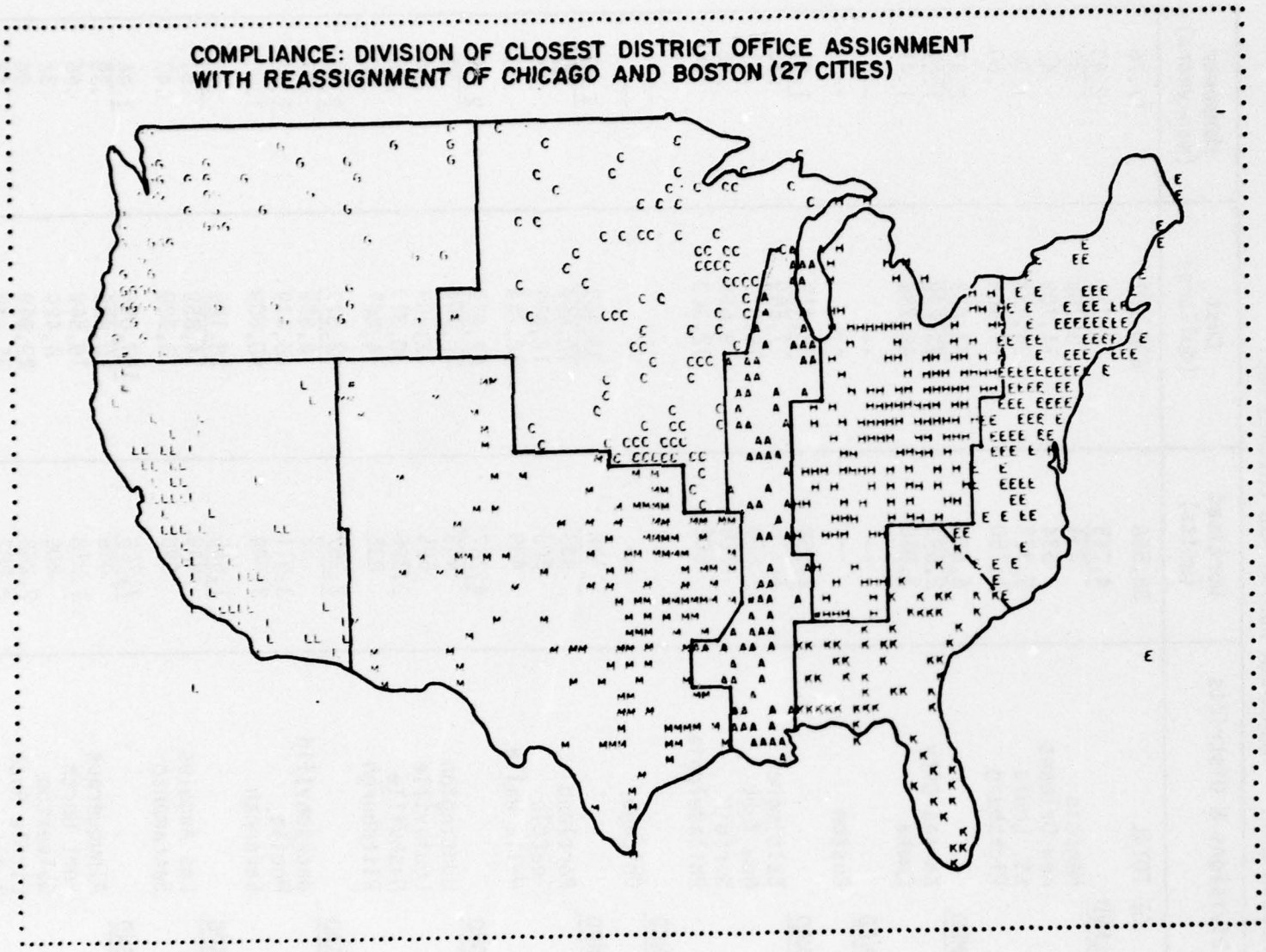
Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	414,756	13.49
LMVD	3,304	38,150	1.24
Memphis	2,851	31,470	.95
New Orleans	453	6,679	.29
RMD	5,653	63,076	2.12
Kansas City	4,515	67,753	1.84
Denver	1,138	-4,677	.29
NAD	4,681	57,827	1.94
Baltimore	2,968	40,046	1.13
Huntington	1,145	8,873	.44
Boston	568	8,908	.37
NCD	8,293	91,874	3.01
St. Louis	2,987	27,136	.97
Louisville	2,973	46,339	1.39
St. Paul	2,333	18,399	.65
NPD	1,387	27,841	.76
Seattle	1,387	27,841	.76
SAD	6,533	37,466	1.46
Mobile	923	15,598	.54
Savannah	5,610	21,867	.93
SPD	1,514	39,589	1.24
Phoenix	613	22,542	.66
Sacramento	901	17,047	.57
SWD	4,191	58,934	1.73
Albuquerque	395	9,388	.36
Fort Worth	3,796	49,546	1.37

COMPLIANCE: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: COMPLIANCE
ASSIGNMENT: REASSIGN BOSTON AND CHICAGO ONLY

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	530,961	17.76
LMVD	4,245	72,710	2.43
Memphis	234	8,709	.33
New Orleans	534	11,709	.42
St. Louis	2,327	34,423	1.08
Vicksburg	1,150	17,869	.60
MRD	6,653	77,033	2.47
Kansas City	2,693	33,299	1.07
Omaha	3,960	43,734	1.41
NED	--	--	--
Boston	--	--	--
NAD	2,858	55,413	1.91
Baltimore	1,118	17,549	.60
New York	809	15,816	.51
Norfolk	329	9,659	.36
Philadelphia	602	12,389	.44
NCD	--	--	--
Chicago	--	--	--
NPD	1,476	33,867	1.22
Portland	433	10,699	.39
Seattle	605	12,419	.44
Walla Walla	438	10,749	.39
ORD	4,267	67,679	2.31
Huntington	443	10,799	.39
Louisville	594	12,499	.44
Nashville	2,395	30,319	.98
Pittsburgh	835	14,061	.50
SAD	7,387	92,977	3.00
Jacksonville	32	6,689	.27
Mobile	3,911	45,479	1.43
Savannah	3,444	40,809	1.29
SPD	1,545	28,188	.98
Los Angeles	849	14,859	.51
Sacramento	696	13,329	.47
SWD	7,125	103,095	3.44
Albuquerque	446	10,829	.39
Fort Worth	1,318	19,549	.66
Galveston	206	8,429	.32
Little Rock	2,268	29,049	.94
Tulsa	2,887	35,239	1.13


COMPLIANCE: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT
WITH REASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)

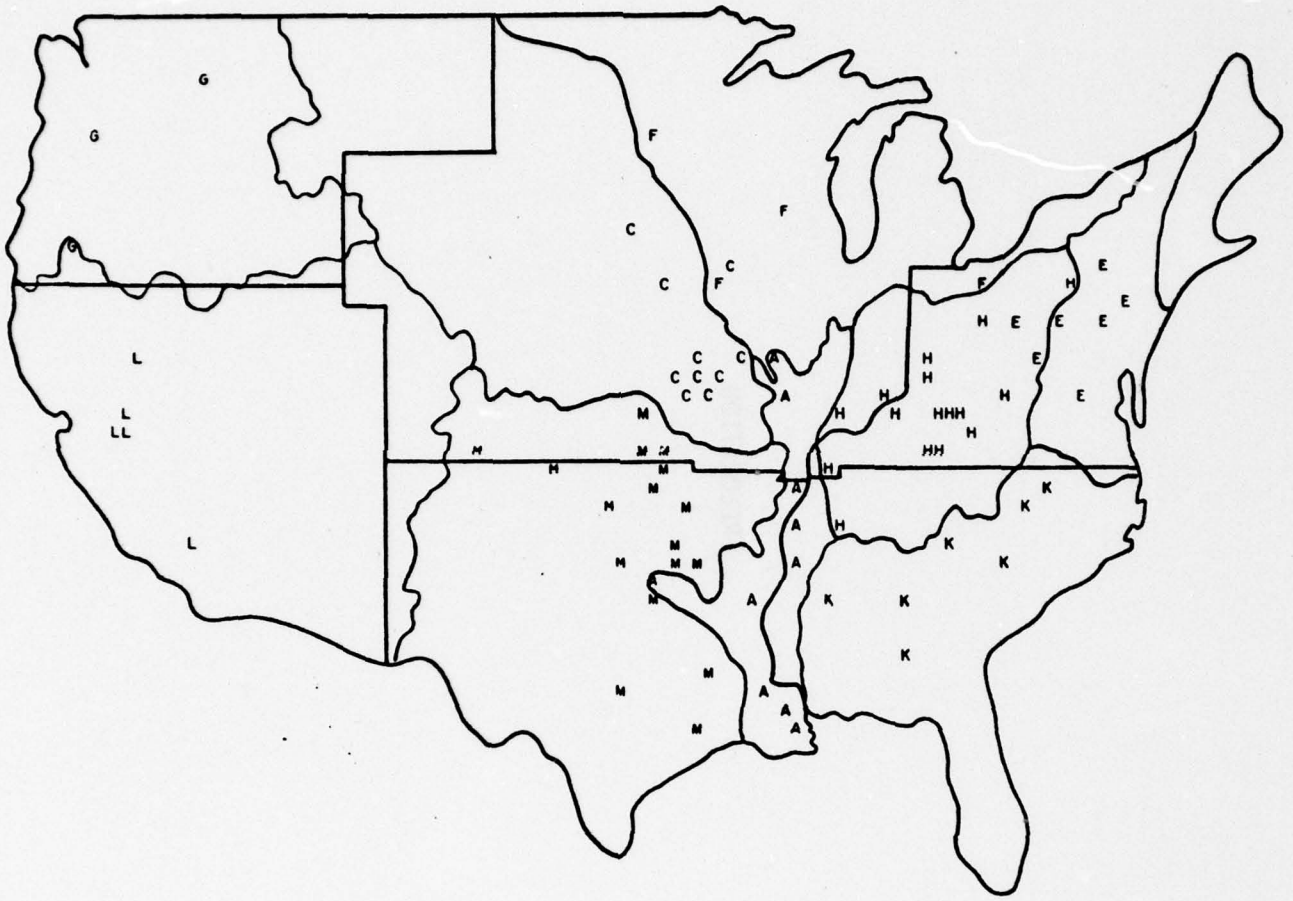
ACTIVITY: COMPLIANCE
ASSIGNMENT: WITHOUT BOSTON AND CHICAGO

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	35,556	373,415	14.87
LMVD	4,533	51,611	2.07
Memphis	1,075	8,700	.44
New Orleans	296	5,917	.27
St. Louis	2,869	29,553	1.05
Vicksburg	293	7,441	.31
MRD	5,098	59,165	1.94
Kansas City	2,253	28,800	.94
Omaha	2,845	30,365	1.01
NED	--	--	--
Boston	--	--	--
NAD	2,973	40,757	1.63
Baltimore	598	12,270	.44
New York	1,201	18,980	.62
Norfolk	883	1,305	.27
Philadelphia	291	8,201	.31
NCD	--	--	--
Chicago	--	--	--
NPD	1,964	28,101	1.25
Portland	312	8,672	.34
Seattle	209	8,459	.32
Walla Walla	1,443	10,970	.59
ORD	7,915	24,670	1.74
Huntington	684	7,180	.36
Louisville	1,035	4,639	.34
Nashville	5,018	3,219	.56
Pittsburgh	1,178	9,632	.47
SAD	3,805	53,669	1.86
Jacksonville	369	6,571	.31
Mobile	663	12,998	.46
Savannah	2,773	34,099	1.09
SPD	1,408	23,330	.89
Los Angeles	779	12,937	.47
Sacramento	629	10,393	.41
SWD	7,860	92,114	3.49
Albuquerque	942	11,168	.49
Fort Worth	1,807	15,575	.72
Galveston	474	9,799	.39
Little Rock	1,753	22,281	.79
Tulsa	2,884	33,291	1.11

RELOCATION

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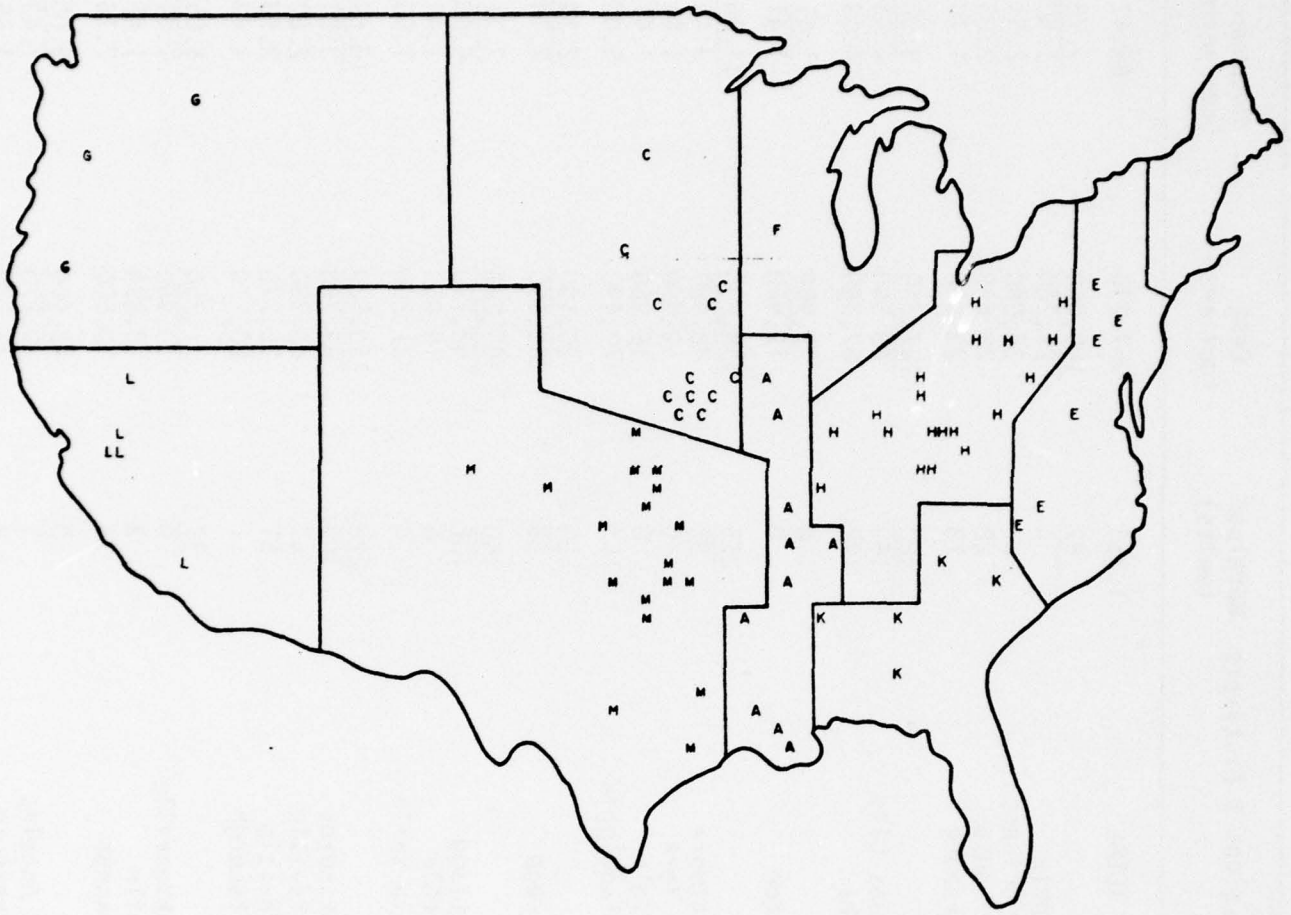
RELOCATION ASSISTANCE: EXISTING DIVISION OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Existing District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	967,270	68.47
LMVD	97	109,910	7.78
Memphis	4	21,200	1.50
New Orleans	52	36,080	2.55
St. Louis	28	28,640	2.03
Vicksburg	13	23,990	1.70
MRD	282	127,340	9.02
Kansas City	160	69,560	4.93
Omaha	122	57,780	4.09
NED	0	19,960	1.41
Boston	0	19,960	1.41
NAD	255	158,890	11.25
Baltimore	92	48,480	3.43
New York	0	19,960	1.41
Norfolk	0	19,960	1.41
Philadelphia	163	70,490	5.00
NCD	33	30,190	2.14
Chicago	33	30,190	2.14
NPD	140	103,280	7.31
Portland	136	62,120	4.40
Seattle	0	19,960	1.41
Walla Walla	4	21,200	1.50
ORD	228	150,520	10.65
Huntington	109	53,750	3.81
Louisville	67	40,730	2.88
Nashville	51	35,770	2.53
Pittsburgh	1	20,270	1.43
SAD	37	71,350	5.05
Jacksonville	0	19,960	1.41
Mobile	3	20,890	1.48
Savannah	34	30,500	2.16
SPD	8	42,400	3.00
Los Angeles	1	20,270	1.43
Sacramento	7	22,130	1.56
SWD	173	153,430	10.86
Albuquerque	1	20,270	1.43
Fort Worth	68	41,040	2.91
Galveston	0	19,960	1.41
Little Rock	0	19,960	1.41
Tulsa	104	52,200	3.70

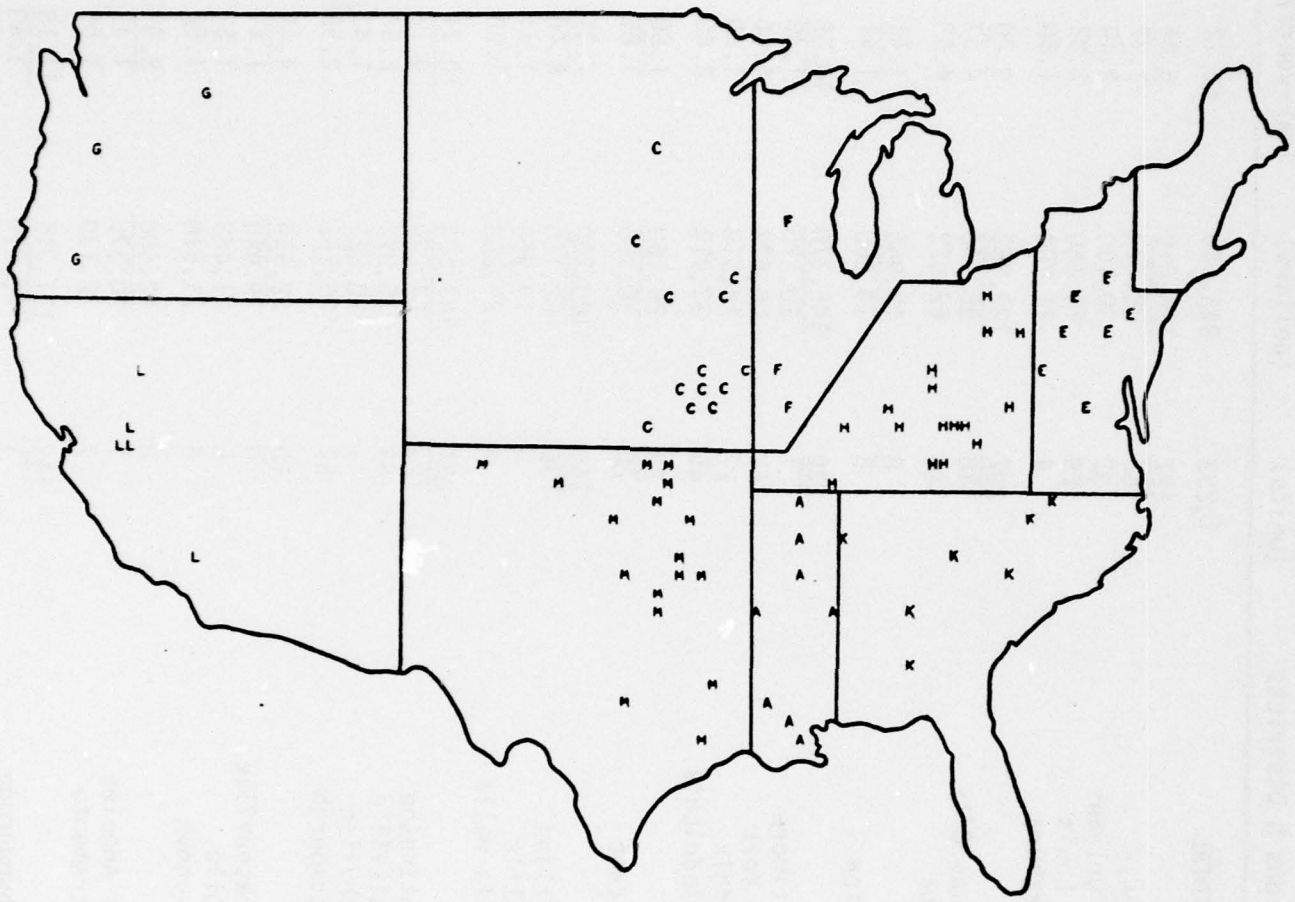
RELOCATION ASSISTANCE: DIVISION OF CLOSEST DISTRICT OFFICE ASSIGNMENT (29 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Closest District Office

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	945,749	68.12
LMVD	127	118,819	8.44
Memphis	62	38,789	2.77
New Orleans	33	30,190	2.14
St. Louis	28	28,640	2.03
Vicksburg	4	21,200	1.50
MRD	292	127,862	9.20
Kansas City	148	65,840	4.67
Omaha	144	62,022	4.53
NED	0	19,960	1.41
Boston	0	19,960	1.41
NAD	230	145,370	10.58
Baltimore	1	20,270	1.43
New York	157	66,672	4.86
Norfolk	27	24,518	1.89
Philadelphia	45	33,910	2.40
NCD	20	26,160	1.85
Chicago	20	26,160	1.85
NPD	140	103,280	7.31
Portland	136	62,120	4.40
Seattle	0	19,960	1.41
Walla Walla	4	21,200	1.50
ORD	234	147,624	10.71
Huntington	123	57,879	4.12
Louisville	53	36,372	2.58
Nashville	1	20,221	1.43
Pittsburgh	57	33,152	2.58
SAD	10	62,959	4.45
Jacksonville	0	19,960	1.41
Mobile	5	21,489	1.52
Savannah	5	21,510	1.52
SPD	8	42,400	2.99
Los Angeles	1	20,270	1.43
Sacramento	7	22,130	1.56
SWD	192	151,315	11.18
Albuquerque	1	20,270	1.43
Fort Worth	96	42,445	3.44
Galveston	3	20,461	1.43
Little Rock	1	20,253	1.43
Tulsa	91	47,886	3.41

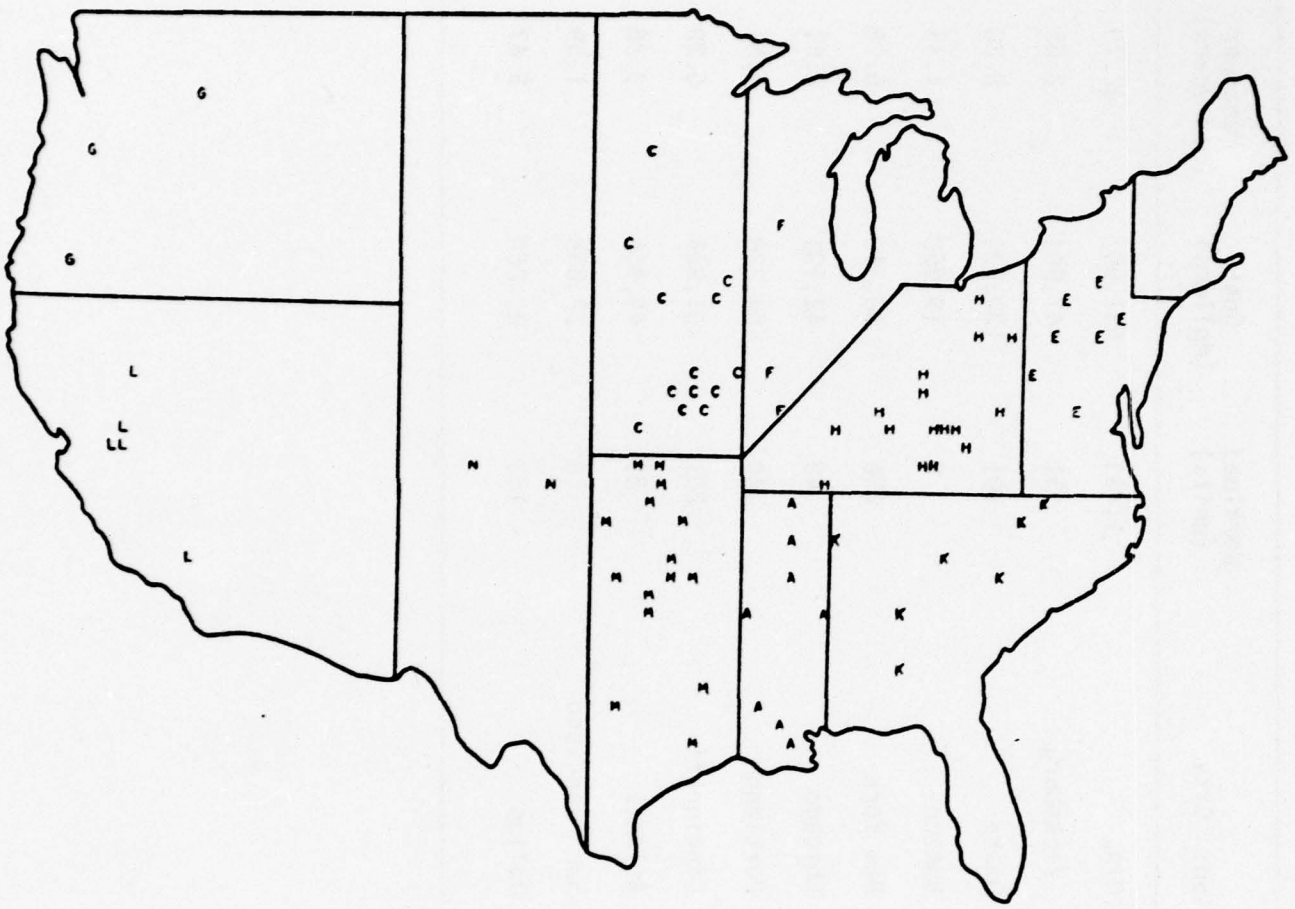
RELOCATION ASSISTANCE: CLOSEST DIVISION OFFICE ASSIGNMENT (10 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Closest Division Office

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	651,957	42.79
LMVD: Vicksburg	51	41,894	2.65
MRD: Omaha	301	130,074	8.20
NED: Boston	0	19,960	1.41
NAD: New York	236	98,813	6.78
NCD: Chicago	48	42,101	2.61
NPD: Portland	140	64,228	4.51
ORD: Cincinnati	201	101,824	6.29
SAD: Atlanta	85	49,965	3.28
SPD: San Francisco	8	22,838	1.59
SWD: Dallas	183	80,260	5.47

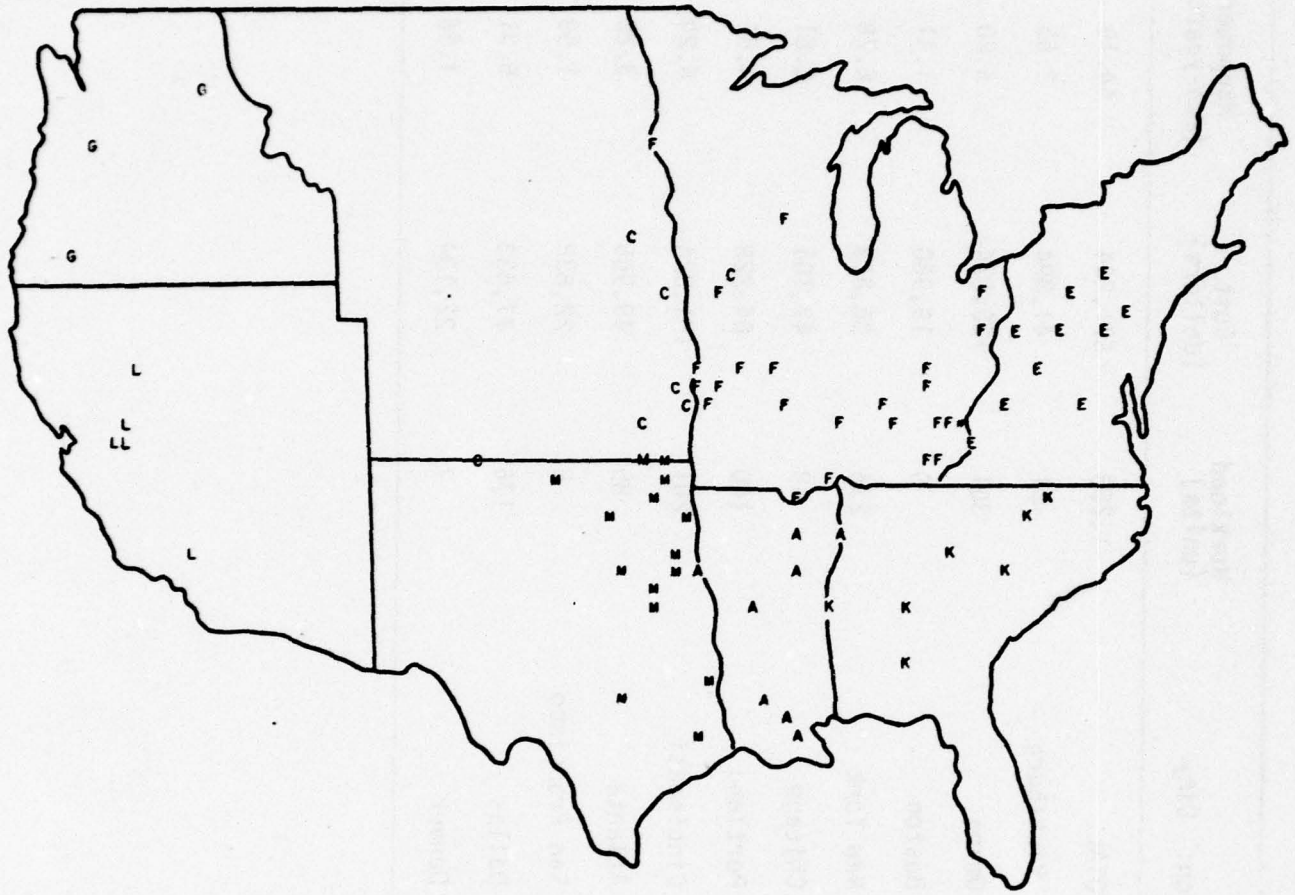
RELOCATION ASSISTANCE: CLOSEST DIVISION OFFICE ASSIGNMENT
PLUS DENVER (11 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Closest Division Office Plus Denver

Division: City	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	671,264	44.19
LMVD: Vicksburg	51	41,894	2.65
MRD: Omaha	301	130,074	8.20
NED: Boston	0	19,960	1.41
NAD: New York	236	98,813	6.78
NCD: Chicago	48	42,101	2.61
NPD: Portland	140	64,228	4.51
ORD: Cincinnati	201	101,824	6.29
SAD: Atlanta	85	49,965	3.28
SPD: San Francisco	8	22,838	1.59
SWD: Dallas	176	77,433	5.31
Denver	7	22,134	1.56

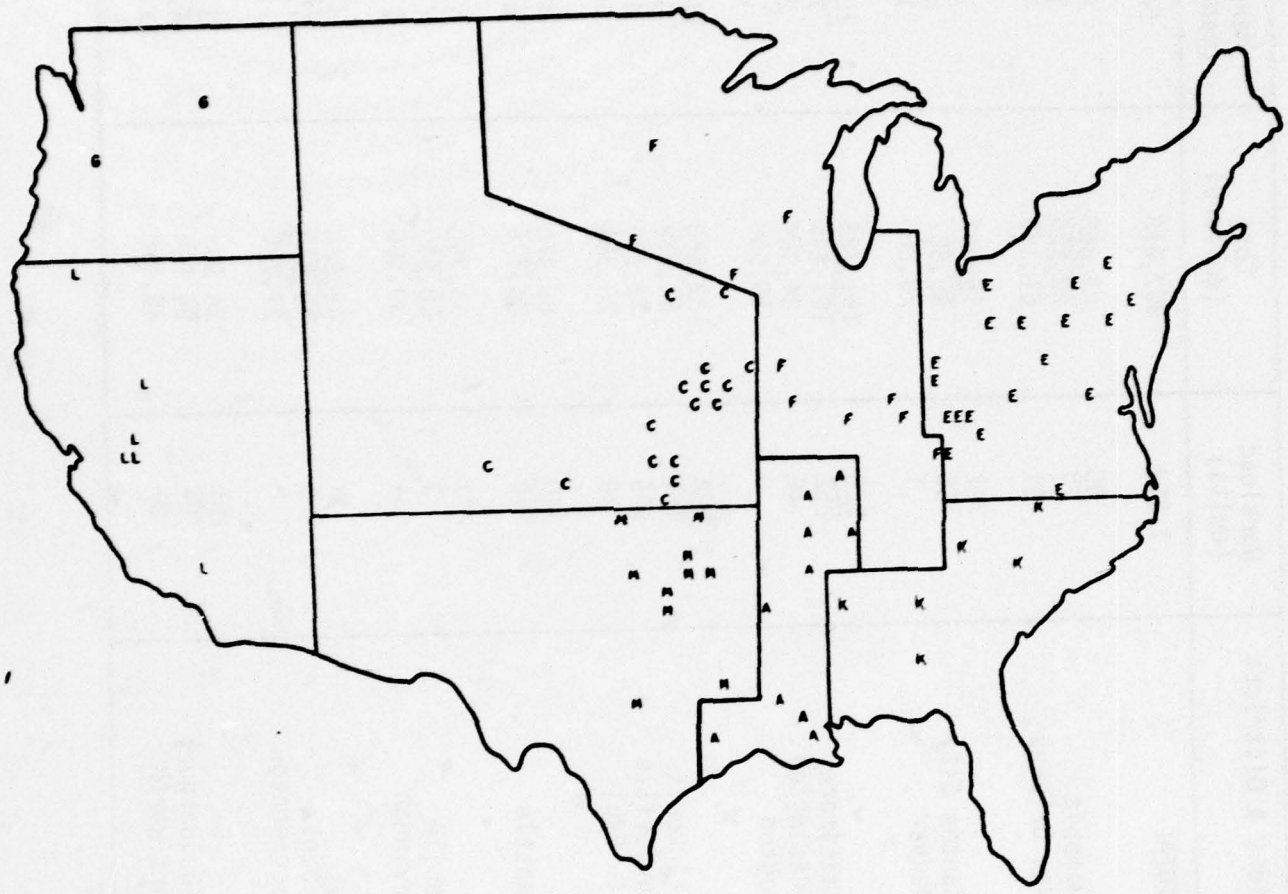
RELOCATION ASSISTANCE: PROPOSED DIVISION ASSIGNMENT BASED ON STATE BOUNDARIES (17 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: State

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	857,618	54.04
LMVD	98	83,868	5.23
Memphis	7	22,529	1.57
New Orleans	91	61,339	3.66
MRD	167	115,952	7.02
Kansas City	166	95,687	5.59
Denver	1	20,265	1.43
NAD	298	161,786	10.94
Baltimore	252	107,442	7.11
Huntington	46	34,384	2.42
Boston	0	19,960	1.41
NCD	324	183,663	11.68
St. Louis	161	84,378	5.08
Louisville	139	73,929	4.70
St. Paul	24	25,356	1.90
NPD	140	83,376	4.98
Seattle	140	83,376	4.98
SAD	37	51,390	3.64
Mobile	3	20,890	1.48
Savannah	34	30,500	2.16
SPD	8	42,681	3.00
Phoenix	0	19,960	1.41
Sacramento	8	22,721	1.59
SWD	181	134,902	3.00
Albuquerque	94	94,404	4.31
Fort Worth	87	40,498	3.24

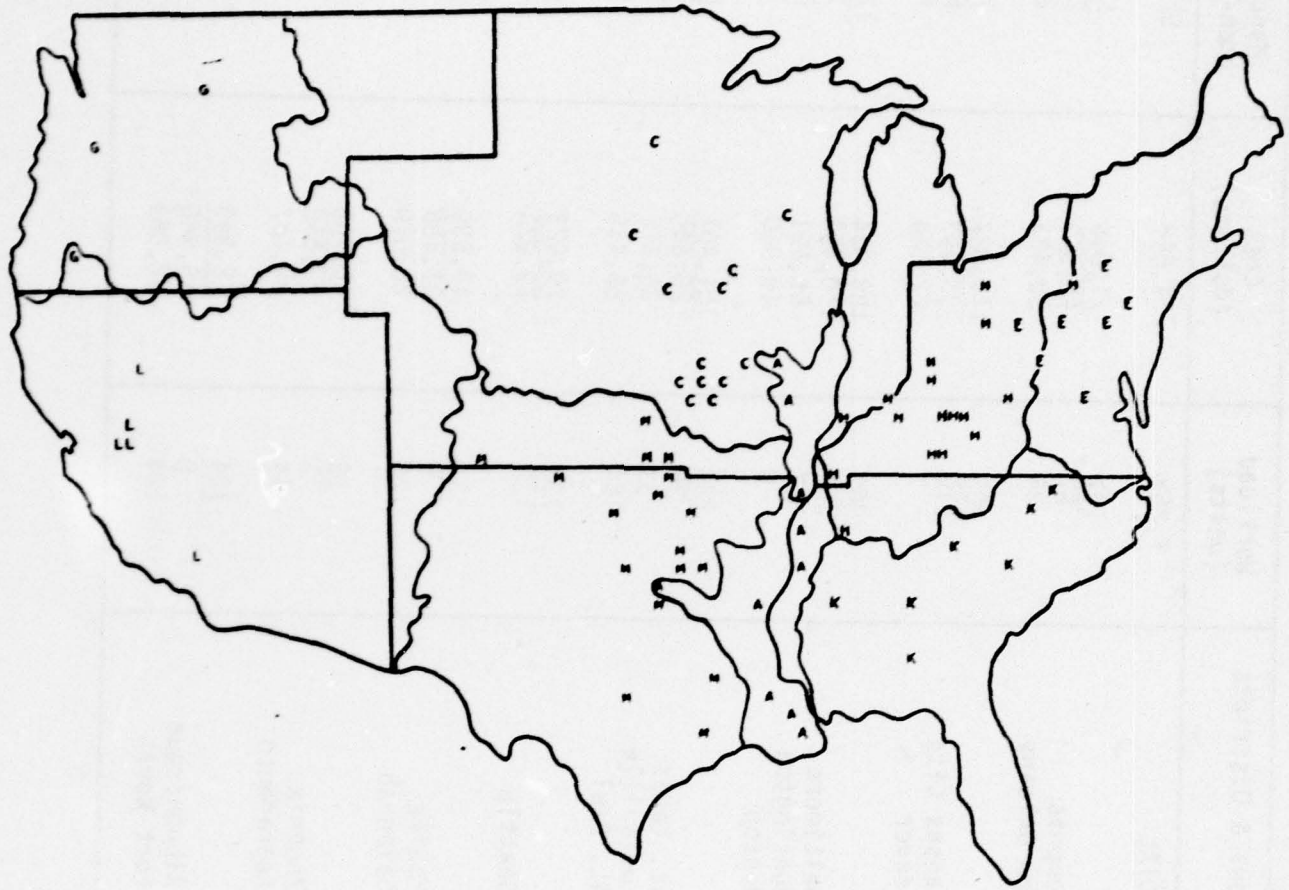
RELOCATION ASSISTANCE: PROPOSED DIVISION ASSIGNMENT BASED ON CLOSEST PROPOSED DISTRICT OFFICE (17 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Closest City in State Assignments

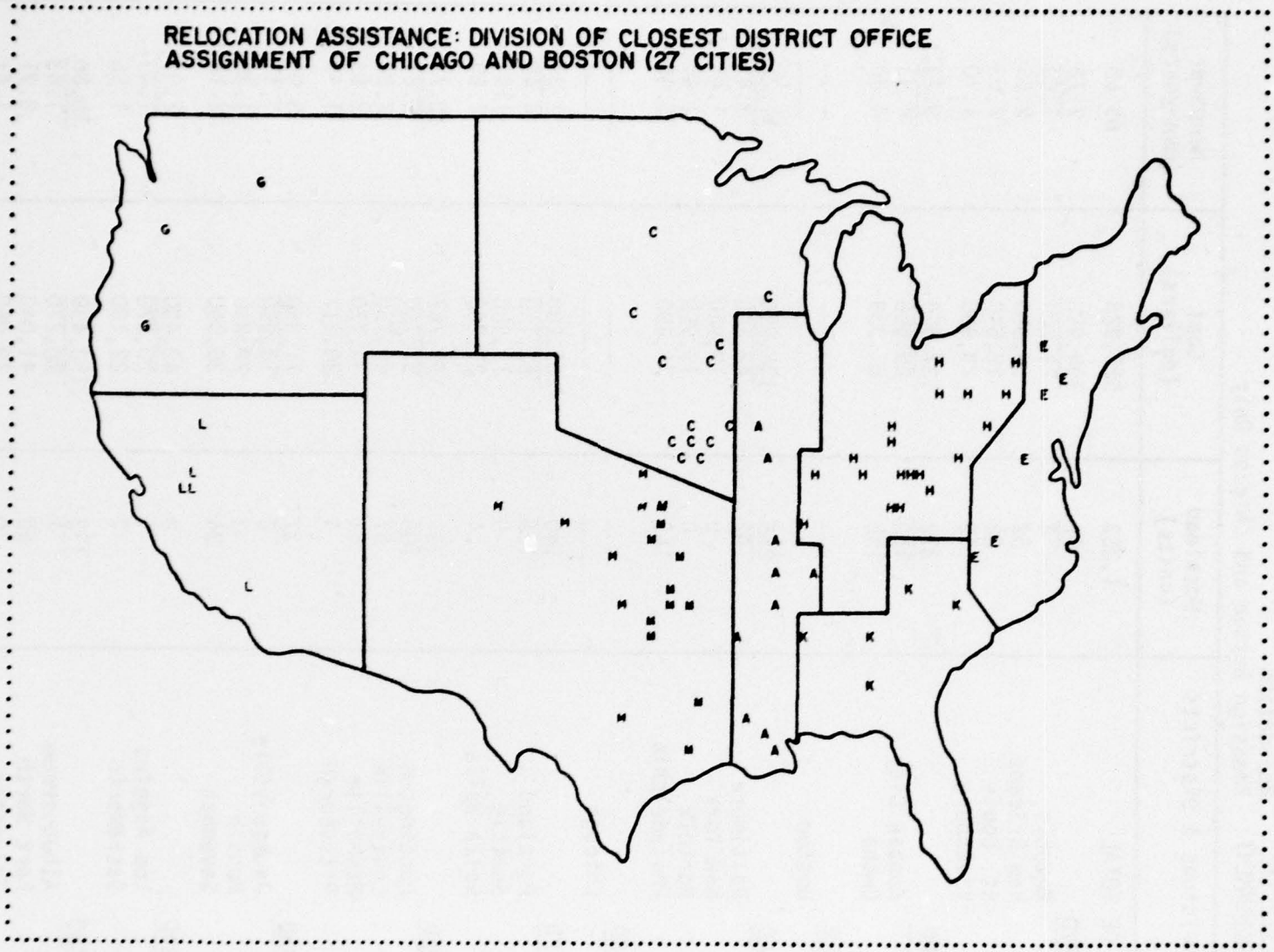
Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	774,848	52.64
LMVD	101	71,046	5.04
Memphis	67	40,563	2.88
New Orleans	34	30,483	2.16
MRD	225	115,827	7.83
Kansas City	218	93,693	6.27
Denver	7	22,134	1.56
NAD	389	189,034	12.93
Baltimore	262	110,453	7.33
Huntington	127	58,621	4.19
Boston	0	19,960	1.41
NCD	235	151,461	9.88
St. Louis	28	28,640	2.03
Louisville	53	36,372	2.58
St. Paul	154	86,449	5.27
NPD	133	79,923	4.80
Seattle	133	79,923	4.80
SAD	31	49,509	3.50
Mobile	5	21,489	1.52
Savannah	26	28,020	1.98
SPD	15	45,705	3.19
Phoenix	1	20,518	1.44
Sacramento	14	25,187	1.75
SWD	124	72,343	5.47
Albuquerque	0	19,960	1.41
Fort Worth	124	52,383	4.06

RELOCATION ASSISTANCE: EXISTING DIVISION OFFICE ASSIGNMENT WITH REASSIGNMENT OF CHICAGO AND BOSTON TO CLOSEST DISTRICT OFFICE (27 CITIES)



ACTIVITY: Relocation
ASSIGNMENT: Reassign Boston and Chicago Only

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	927,926	65.68
LMVD	97	109,910	7.78
Memphis	4	21,200	1.50
New Orleans	52	36,080	2.55
St. Louis	28	28,640	2.03
Vicksburg	13	23,990	1.70
MRD	312	137,899	9.73
Kansas City	160	69,560	4.93
Omaha	152	68,339	4.80
NED	—	—	—
Boston	—	—	—
NAD	255	158,890	11.25
Baltimore	92	48,480	3.43
New York	0	19,960	1.41
Norfolk	0	19,960	1.41
Philadelphia	163	70,490	5.00
NCD	—	—	—
Chicago	—	—	—
NPD	140	103,280	7.31
Portland	136	62,120	4.40
Seattle	0	19,960	1.41
Walla Walla	4	21,200	1.50
ORD	231	150,767	10.71
Huntington	109	53,750	3.81
Louisville	67	40,730	2.88
Nashville	51	35,770	2.53
Pittsburgh	4	20,517	1.49
SAD	37	71,350	5.05
Jacksonville	0	19,960	1.41
Mobile	3	20,890	1.48
Savannah	34	30,500	2.16
SPD	8	42,400	2.99
Los Angeles	1	20,270	1.43
Sacramento	7	22,130	1.56
SWD	173	153,430	10.86
Albuquerque	1	20,270	1.43
Fort Worth	68	41,040	2.91
Galveston	0	19,960	1.41
Little Rock	0	19,960	1.41
Tulsa	104	52,200	3.70


RELOCATION ASSISTANCE: DIVISION OF CLOSEST DISTRICT OFFICE
ASSIGNMENT OF CHICAGO AND BOSTON (27 CITIES)

ACTIVITY: Relocation
ASSIGNMENT: Without Boston and Chicago

Divisions & Districts	Workload (units)	Cost (dollars)	Manpower (man-years)
CE TOTAL	1,253	909,271	65.39
LMVD	127	118,819	8.44
Memphis	62	38,789	2.77
New Orleans	33	30,190	2.14
St. Louis	28	28,640	2.03
Vicksburg	4	21,200	1.50
MRD	312	137,504	9.73
Kansas City	148	65,840	4.67
Omaha	164	71,664	5.06
NED	---	---	---
Boston	---	---	---
NAD	230	145,370	10.58
Baltimore	1	20,270	1.43
New York	157	66,672	4.86
Norfolk	27	24,518	1.89
Philadelphia	45	33,910	2.40
NCD	---	---	---
Chicago	---	---	---
NPD	140	103,280	7.31
Portland	136	62,120	4.40
Seattle	0	19,960	1.41
Walla Walla	4	21,200	1.50
ORD	234	147,624	10.71
Huntington	123	57,879	4.12
Louisville	53	36,372	2.58
Nashville	1	20,221	1.43
Pittsburgh	57	33,152	2.58
SAD	10	62,959	4.45
Jacksonville	0	19,960	1.41
Mobile	5	21,489	1.52
Savannah	5	21,510	1.52
SPD	8	42,400	2.99
Los Angeles	1	20,270	1.43
Sacramento	7	22,130	1.56
SWD	192	151,315	11.18
Albuquerque	1	20,270	1.43
Fort Worth	96	42,445	3.44
Galveston	3	20,461	1.47
Little Rock	1	20,253	1.43
Tulsa	91	47,886	3.41

APPENDIX E:

1973 DAEN-RE REORGANIZATION PROPOSAL

This appendix contains the DAEN-RE 1973 proposal for revised Corps of Engineers Organization field offices based on state boundaries.

Organizational Study of CE Field Structures

DAEN-REZ-A

Chairman, Field Organization Study Group — Dir/RE — 5 Sep 73

1. Reference: Memorandum for Directorate, dated 27 August 1973, subject as above.

2. Considerations of Study Group Alternative No. 1.

a. It would appear that seven Divisions for civil works and five for military construction tends toward a perpetuation of the problems the Corps now has with different geographical boundary lines for each major function. One of the objectives of the study group should be to strive for uniform boundaries.

b. Consideration should be given to following state boundary lines. Although the theory of following watershed boundaries has the advantage of attempting to keep water basins in one area, the concept is necessarily violated in crossing District and Division boundary lines. Since there is merit also in conforming generally to state boundary lines, it would appear that the water basin concept can still remain intact although state boundary lines are followed.

3. Directorate of Real Estate Alternate Proposal. The Directorate of Real Estate offers an alternate proposal with the following objectives in mind:

a. To establish a single set of boundaries for civil works, military construction, and real estate.

b. All Divisions should be responsible for civil works, military construction, and real estate actions.

c. Insofar as possible, all Division boundaries should be established by state lines.

d. There should be no "sacred cow"; however, we should recognize the problems of congressional objectives. Even in this area with the Army being cut back, the Corps should lay hard cold facts on the line and stand up and be counted.

e. Boundaries should be set most appropriately with a flexibility retained in OCE to direct the handling by one Division and one District of projects crossing boundary lines with appropriate support of the other Division and District. This should include a mobility and flexibility with respect to detailing and/or transferring personnel to problem areas or areas where the work is heavy.

4. Under the Real Estate proposal, there would be eight Divisions and nineteen Districts all with the responsibility for CW, MC, and RE activities. Following are the recommendations of this office on Division and District boundaries under this proposal:

NAD - New York City
New England District
Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New York
Baltimore District
Maryland, Delaware, New Jersey, Pennsylvania, and National Capital Region (NCR)
Huntington District
West Virginia, Virginia (less NCR)

SAD - Atlanta, Georgia
Savannah District
North Carolina, South Carolina, Georgia
Mobile District
Alabama, Florida, east 2/3rds of Tennessee, Puerto Rico

NCD - Chicago, Illinois
St. Louis District
Missouri, Iowa, Illinois
Louisville District
Kentucky, Indiana, Ohio, Michigan
St. Paul District
Wisconsin, Minnesota

LMVD - Vicksburg, Mississippi
West 1/3rd of Tennessee, Arkansas
New Orleans District
Mississippi, Louisiana

ROCKY MOUNTAIN DIVISION - Omaha, Nebraska
Kansas City District
Kansas, Nebraska, North Dakota, South Dakota
Denver District
Colorado, Wyoming, Montana

SWD - Dallas, Texas
Fort Worth District
Texas
Albuquerque District
New Mexico, Oklahoma

NPD - Portland, Oregon
Seattle District
Washington, Oregon, Idaho
Alaska District
Alaska

SPD - San Francisco, California
Sacramento District
California
Phoenix District
Arizona, Nevada, Utah
Honolulu District
Hawaii, Far East

This office was in no position to break out the workload for any of the proposed boundaries; however, it appears that no Division has an area too large or over-extended to accomplish its mission.

5. Rationale for Directorate of Real Estate Proposal.

a. It is submitted that the use of state boundary lines, insofar as practicable, in defining areas of responsibility is a reasonable basic approach for common understanding.

b. Where watershed areas plus active projects in such areas dictate a deviation from state boundary lines, this should be handled as an exception. To have boundary lines set on the basis of watershed areas alone, where there are no active projects, would appear to serve no useful purpose and would tend to perpetuate the confusion with respect to geographical areas of responsibility.

c. In those matters where state laws affect Corps of Engineers matters, it is preferable to have responsibilities defined by state boundaries. This is also true with respect to relationships with Governors and with local governmental agencies.

d. All Division Engineers and District Engineers should be responsible for CW, MC, and RE in their geographical areas. This will encourage uniformity and will tend to provide continuing and comprehensive capabilities in each office. It will also allow more flexibility in detailing and transferring employees.

e. Real estate is flexible and can generally conform to boundaries dictated by other considerations. However, the Directorate strongly recommends uniform boundary lines primarily along state lines.

f. The establishment of an area office within a Division boundary should be the responsibility of the Division Engineer and should be dictated by OCE only as an exception to the rule.

g. Division Engineers should be judicious in setting up area offices and should not give the impression of permanency to area offices set up only on a temporary basis.

h. In view of the proposed reduction of Naval Districts from ten to six, and the Army realignments that will be generated as a result of Project Concise, the atmosphere is excellent to make drastic changes in the Division/District Engineer alignment.

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