

Intermediate-Level Supply Chain Management Study

For the
United States Marine Corps



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Section 1: Executive Summary

The need for the Marine Corps to be both an effective and efficient fighting force has never been more warranted than it is today, whether one is concerned with the conduct of military operations or with the conduct of sound business practices. This study focuses on the latter, specifically on supply practices occurring within the Supporting Establishment (SE) and how these practices ultimately affect the warfighter.

Team ISS 360 was mandated by the Deputy Commandant for Installations and Logistics to baseline the current intermediate-level supply functions, processes, and infrastructures in garrison as they occur across the Marine Corps enterprise. Further guidance was given to catalog any relationships formed between the SE and the operational forces and the support provided to these units when not deployed. Finally, the team was tasked with validating all identified T110 retail supply billets as documented in the *FY 2004 Annual Inventory of Inherently Governmental Commercial Activities (IGCA)*. This billet review was requested in anticipation of a follow-on A-76 study involving retail supply operations within the Marine Corps.

Marine Corps Logistics Command (LOGCOM) was tasked with conducting this study as the “end-to-end” logistics chain manager within the Marine Corps. The ISS 360 Team was organized from a cross section of LOGCOM elements to include: Studies and Analysis; Plans, Programs and Operations; the Supply Chain Management Center; the Maintenance Directorate; and the Business Performance Office. To add additional functional expertise, the team was fortunate to engage in a partnership with the Marine Corps Supply School and personnel from the three Logistics Modernization Teams.

1.1 Assumptions / Disclaimers

The comments and opinions made within this report are subjective in nature. However, the review of supply processes across the entire Marine Corps' active support establishment did facilitate the identification of trends, including similar problems encountered at a number of installations, best business practices, contractor performance, and the roles of Supply/Logistics Officers. The reader is cautioned from attempting to make comparative judgments of an individual Command's performance based on data or figures provided within individual charts or matrices within this report. Where best business solutions were discovered, recommendations for exploration across the Marine Corps enterprise have been captured and will be made available for use with future recommended in-depth studies.

1.2 Conduct of Study

Initially, Team ISS 360 coordinated all correspondence through Regional Business Performance Offices (BPO). This established single points of contact at each region and installation while maintaining visibility of the study throughout the chain of command. All briefs, site visits, and follow-on communications were facilitated in this manner. The relationships formed with the BPOs during the course of this study were critical due to the compressed time frame allotted. The initial offsite conducted to determine direction and scope was performed in late October 2005 with the deliverable being requested a mere six months later.

Marine Corps bases and installations were requested to respond to a data call in November 2005 in preparation for visits to each location. During the period from December 2005 to March 2006, the team conducted site visits to every Marine Corps Base and Marine Corps Air Station within the continental United States, Hawaii, Okinawa, and mainland Japan. To ensure consistency in approach, a review was conducted of supply management by class of supply and distinct supply functions performed at each site. The processes were reviewed and, when appropriate, mapped to show their management

arrangement; for example, under the purview of organizational supply officers, performed by another element within the base or station, as a tenant activity, or under vendor contract. Traffic management and base property functions were not included in this study.

Additionally, intermediate-level support provided in garrison by the Marine Logistics Group SASSY Management Units (SMUs) was reviewed to ensure a complete evaluation of garrison intermediate-level supply processes. During visits to the SMUs, the team researched and identified areas of support provided by bases and stations to operational units while in garrison, and how these support functions transfer to SMU operations during periods of deployment.

1.3 Observations

At the beginning of the review, it was anticipated the team would observe a variety of approaches to garrison supply chain management, particularly in areas where significant freedom of action had been granted by Headquarters Marine Corps. The reality of what was observed greatly surpassed team expectations. Some dynamics influencing intermediate-level supply processes are:

- Non-standard logistics organizations
- Implementation of A-76 Most Efficient Organizations (MEOs)
- Differing utilization of or lack of base supply officers
- Wide use of contractors to provide intermediate-level supply functions
- Base regionalization
- Military to Civilian Conversion Program
- Duplicate supply structures
- Glut of legacy/outdated Information Technology (IT) systems, many of which do not interface, resulting in very little commonality in command support structures and supply support processes

Despite the impact of the preceding factors, individual commands were highly innovative and focused on ensuring mission accomplishment in supply support. A number of business practices were observed that warrant consideration for wider use. Conversely, there was little evidence of sharing lessons learned between bases and stations. Although still in its infancy, it appears that recent regionalization of bases should provide an effective conduit for information sharing and the development of best enterprise solutions, or at a minimum, regional consistency.

All classes of supply were reviewed and the findings are contained within the report. Following the mandate of this study, Team ISS 360 has recommendations involving four key areas:

- An enterprise solution for the Direct Support Stock Control (DSSC)/Servmart supply function
- A regional solution for the handling of hazardous material
- Preliminary findings concerning the T110 retail supply billet validation
- The changing role of the supply officer

1.4 Recommendations

Class VI – Personal Demand Item Support

While recognizing DSSC/Servmart operations can provide support in a number of different supply classes, the team chose to address DSSC/Servmart operations under the Class VI review. This area had the largest variety of processes employed than any area reviewed. Virtually every command had a different solution to DSSC/Servmart management.

The review of DSSC/Servmart operations found that three commands had chosen National Institute for the Blind (NIB)/National Institute for the Severely Handicapped (NISH) organizations to provide self-service support. Three other commands had chosen General Services Administration (GSA) for support. Two had chosen a cooperative government/contractor solution. One had chosen to use Marine

Corps Community Services (MCCS) as the solution, and five had chosen to use another service or base for support. Three self-service operations were operated by Marine Corps personnel.

We recommend follow-on actions to identify and implement an enterprise solution to DSSC/Servmart processes that will allow the Marine Corps to leverage its buying power, increase range and depth of items, allow for more effective use of scarce resources, achieve standardization, and alleviate the need to procure items commercially using Government Purchase Credit Card (GPCC). After proofs of concept within CONUS and Hawaii, a separate effort should explore an enterprise solution for Okinawa and mainland Japan.

Hazardous Material (HAZMAT) Management

Hazardous material, hazardous waste, and hazardous material minimization management were reviewed at every installation visited. A wide range of management operations and IT systems were identified with no enterprise standardization in HAZMAT management. The requirement to track hazardous materials from cradle to grave is a requisite levied by the environmental protection laws and regulations of both the United States and Japan. The ability of the Marine Corps to achieve and remain in compliance with these legal requirements is compounded by the diversity of state/prefecture and local government regulations. Based on our findings, a regional solution may yield more benefits than an enterprise solution since regional laws and regulations for hazardous material management are more aligned than on the national level. We recommend that Phase II of this study include analysis and development of solutions for HAZMAT management, which would employ standardized processes, allow for efficient and effective cradle to grave management, and eliminate the potential ramifications associated with existing management processes.

Fiscal Year 2004 IGCA Inventory Validation

The FY 2004 IGCA inventory provided a business unit population of 1,168 retail supply billets. There was very little disparity enterprise-wide between the baseline and the actual T110 population – 1168:1153. Further segmentation of the T110 population was required to give a true picture of retail billets subject to review for competitive sourcing. The listing below provides details of that segmentation. Bottom line, the business unit consists of 313 intermediate-level retail supply billets. These were further divided into three categories: reviewable for competitive sourcing, exempt from review, and inherently governmental. The billets reviewable for competitive sourcing (141) are spread throughout the enterprise, as shown in Table 1.1.

Intermediate-Level Retail Supply	313
• Reviewable for A-76	(141)
• Exempt	(75)
• Inherently Governmental	(97)
Unit-Level Supply	249
Table of Equipment (T/E) and Garrison Property	177
Recode Due to FY05 Guidance	229
Navy-funded Billets	16
Aviation Supply Billets	30
Reserve Billets	13
Most Efficient Organization (MEO) Billets	18
Billets Lost Due to MEO Implementation	18
<u>Incorrectly Coded Billets</u>	<u>90</u>
Total	1,153

Table 1.1: Billet Totals

We do not recommend pursuing an enterprise A-76 competition within the retail supply business unit in FY07 for two reasons. First, the billets that are coded reviewable and available for study within this business unit have been identified as numbering 141 and are spread throughout the enterprise. This number is significantly less than the original number of 1168 that was first thought to be considered for review. Second, an A-76 initiative targeting the intermediate-level supply community that coincides with the adoption of our recommended solution to optimize enterprise-wide DSSC operations would impede its implementation. Of the 141 billets coded reviewable for A-76, 76 of these fall within current DSSC-type organizations. All of the 141 billets may be used to implement the enterprise-wide solution.

1.5 Conclusions

The Marine Corps Logistics Command is confident this report has achieved its objectives and anticipates results of the study will find a much wider use regionally and at individual bases to improve supply processes. The information compiled provides a documented record of how Marine Corps bases and air stations perform garrison supply support functions by class of supply, and how organizations are structured to perform these functions. Best practices were documented for distribution across the enterprise where applicable. The report is formatted for easy reference by class of supply or by regional installation, base or station. If maintained through annual updates, this study can also serve to support the further development of enterprise solutions and enhance customer support.

Section 2: Introduction

2.1 Overview

Marine Corps Logistics Command (LOGCOM), as directed by HQMC MARADMIN 531/05, initiated a review of Intermediate-Level Supply Chain Management throughout the Marine Corps' active supporting establishment in October 2005. The purpose of the study was to baseline existing practices and document garrison intermediate-level inventories and supply processes. Additionally, LOGCOM was asked to validate the billets contained within the *FY 2004 Annual Inventory of Inherently Governmental Commercial Activities (IGCA)* coded with function code T110, Retail Supply.

LOGCOM was further directed to identify best business practices, highlight logistics trends, and offer recommendations to encourage standardization as a means to improve efficiency and effectiveness and enhance customer service. Where best business solutions were discovered and evaluated, the team was to offer recommendations as to the potential for use elsewhere. Finally, the Commanding General, LOGCOM, directed a review of LOGCOM's supporting role, and how that role might be expanded and enhanced.

The Director of Studies and Analysis, LOGCOM, was assigned as the study lead. An Integrated Product Team (IPT) and an Operational Planning Team (OPT) were formed to provide oversight of the study. An Intermediate-Level Supply Study Team (Team ISS 360) was formed and charged with conducting on-site interviews, process mapping, and other necessary documentation to baseline the "as-is" processes. Team ISS 360 was organized from a cross section of LOGCOM elements and augmented at selected sites by personnel from the three Logistics Modernization Teams, Marine Corps Combat Service Support Schools, and with contractor support.

The team began its data collection in November 2005 and completed the on-site visits in March 2006, as shown in Table 2.1:

6-10 December 2005	6-31 January 2006	5-24 February 2006	5-16 March 2006
MCRD Parris Island	MCB Hawaii	MCAS Yuma	MCB Camp Lejeune
MCAS Beaufort	MCB Camp Butler	MCRD San Diego	MCAS Cherry Point
	MCAS Iwakuni	MCB Camp Pendleton	MCAS New River
		MCAS Camp Pendleton	MCB Quantico
		MCAS Miramar	MCAF Quantico
		MCAGCC Twentynine Palms	MCLB Albany
		MCLB Barstow	

Table 2.1: Study Onsite Visits

2.2 About the Study

This study addresses supply chain management by major functions performed within each class of supply. The report begins with a discussion of the role of the supply officer at Marine Corps Bases, Air Stations, and Recruit Depots. It then addresses each class of supply in a separate section. Within each section, a narrative overview of the supply class and charts are included to support team observations where applicable. Flowcharts for processes are included in this report within the sections where they are specifically applicable. Where processes have lent themselves to the preparation of a single flowchart due to functional similarity, a generic flowchart has been produced, as is the case in Consolidated Issue Facility (CIF) operations. Additionally, separate flowcharts have been included that depict supply support functions performed within the three Marine Logistics Groups (MLGs) and their major detachments.

This study achieves the baseline portion of the charter by identifying supply processes currently performed at Marine Corps bases, air stations, and recruit depots. It validates the number of T110

personnel working within the supply field, depicts supply organizational structures throughout the supporting establishment, and provides an opportunity to review the use of contractor support. The study complements the Marine Corps' Logistics Modernization Program by highlighting issues impacting the support relationship between the supporting establishment, the operating forces, and, ultimately, the individual warfighter. The study baselines "as-is" intermediate-level supply support processes, allows the Marine Corps to view potential enterprise solutions to supply support challenges, and creates opportunities to better use the resources of LOGCOM to enhance enterprise-wide supply chain management.

The observations within this study are subjective and should not be used to judge the supply performance of any individual installation. Care has been taken, both during site visits and in drafting this report, to be non-judgmental of supply support processes employed by various commands in support of their missions. Commands visited were justifiably proud of their supply support solutions. What will become apparent to the reader is the diversity that exists in the way specific functions are being performed in organizational support structures and in the roles of supply officers. Opportunities do exist to more effectively employ both its financial and personnel resources dedicated to intermediate-level supply support within the active supporting establishment.

This report contains recommendations for further study of several areas most in need of enterprise solutions.

Section 3: Class I – Subsistence

3.1 Overview

The ISS 360 Team reviewed Class I – Subsistence at each installation visited to include Meals Ready to Eat (MREs) and mess hall management.

3.2 Discussion

Meals Ready to Eat Management

MREs were stocked at two garrison installations: MCB Quantico (in support of schools) and MCAGCC Twentynine Palms (in support of operating force training). All other installations retained MREs only in support of destructive weather plans.

During reviews of Marine Logistics Group (MLG) supply support functions performed within SMUs, the team reviewed procedures for MRE management in support of the operating forces. The procedures were found to be similar in all SMUs. MREs are maintained under secure conditions within SMU warehouses, managed by shelf life, and periodically inspected by veterinarians. Supplies are issued to units in response to letters submitted by the authorized signatories of requesting Commands.

Mess Hall Management

The Marine Corps has 66 mess halls; 54 within the continental United States (CONUS), and the remaining 12 outside continental United States (OCONUS). Sixteen of 18 installations visited by the ISS 360 Team had mess hall operations. The two installations that did not have mess halls are MCLB Albany and MCLB Barstow.

All mess hall operations within CONUS are contractor-managed by Sodexo. Sodexo manages these mess halls with three distinct types of management: Full Food Service (FFS), Management and Mess

Attendant (M&MA), and Management and Food Preparation (M&FP). The FFS facilities encompass managing and operating the entire operation, while the M&MA facilities include Marine cooks who augment the Sodexo staff. The M&FP type of management is only employed at the Brig, MCB Camp Pendleton. Marine Corps mess halls on Okinawa and mainland Japan are managed by the Marine Corps and mess hall operations at MCB Hawaii are Marine Corps managed with contractor support. There are 12 mess halls OCONUS. See Chart 3.1 for details.

The food service officers at MCB Camp Pendleton and MCB Camp Lejeune serve as Regional Contracting Officer Representatives (CORs) for the Sodexo contract within their respective regions.

The Western Region Sodexo contract is comprised of mess halls at MCB Camp Pendleton, MCAS Miramar, MCAS Yuma, MCRD San Diego, MCAGCC Twentynine Palms, and the Marine Corps Mountain Warfare Training Center (MCMWTC) at Bridgeport.

The Eastern Region Sodexo Contract is comprised of mess halls at MCB Camp Lejeune, MCAS Cherry Point, MCAS Beaufort, MCAS New River, MCRD Parris Island, MCB Quantico, Naval Station Norfolk (MARFORLANT), Marine Barracks 8th & I, and Henderson Hall.

3.3 Observations

When the schedule permitted, members of the ISS 360 Team ate in mess halls within the installations visited in addition to holding discussions with mess hall managers and food service officers. In general, mess halls visited by the team were operated and managed efficiently, and the quality of food was good.

A comment is warranted to address the M&MA facilities at MCAS Miramar and the Food Services Military Occupational Specialty (MOS) Marines assigned to them. The Sodexo contract was executed

prior to Operation Iraqi Freedom (OIF) when the Marine Corps operating tempo was not as high as it is today. The original intent under M&MA was to have Marines augment the mess halls to provide staffing while still maintaining their food service MOS proficiency. As the operational tempo increased, Commanders reassigned their food service Marines to deploying units. This, in turn, resulted in Sodexo temporarily having to replace them. The result is twofold:

- The Sodexo contract required an increase in funding to cover additional staffing in garrison
- Food services Marines are being deployed in support of OIF/Operation Enduring Freedom (OEF) in billets outside of their MOS (note: food service support in theater is contractor managed)

3.4 Conclusions

This study reviewed how food services are provided to Marines in garrison. The effect operational requirements have had on the reduction of Marine staffing within Sodexo M&MA facilities has resulted in higher than anticipated costs.

We recommend that a follow-on review be conducted of mess hall management. The review, among other factors, should include an analysis of the total cost to the Marine Corps of outsourcing food service, as compared to the benefits of freeing Marines (Food Service MOS) to transition to other critical Marine Corps billets.

		Class I Subsistence					
		Number of Mess Halls	Managed by		Type		
			Sodexo	Marine Corps/other	Management and Mess Attendant	Full Food Service	Management and Food Prep
Marine Corps Bases	MCAGCC Twentynine Palms	2	X	X	1	1	
	MCB Camp Butler *	8		X	8		
	MCB Camp Lejeune	12	X		3	9	
	MCB Camp Pendleton	13	X		3	9	1 - Brig
	MCB Hawaii	1		X/Nana	1		
	MCB Quantico	7	X		1	6	
	MCLB Albany	0	N/A				
	MCLB Barstow	0	N/A				
Marine Corps Air Stations	MCAS Iwakuni	2		X	2		
	MCAS Beaufort	1	X		1		
	MCAS Camp Pendleton	_***					
	MCAS Cherry Point	2	X		1 - MCAS	1 - Bogue Field	
	MCAS Miramar	2	X		2		
	MCAS New River	1	X		1		
	MCAS Yuma	2	X		2		
	MCAF Quantico	_****					
Marine Corps Recruit Depots	MCRD Parris Island	6	X			6	
	MCRD San Diego	2	X			2	
Installations not visited	MCB Camp Butler (Fuji)	1	X		1		
	Marine Barracks 8th & I	1	X			1	
	MCMWTC Bridgeport	1	X			1	
	Henderson Hall	1	X		1		
	Naval Station Norfolk	1	X			1	
* Includes Courtney (1), Foster (1), Futenma (1), Hansen (2), Kinser (1), NTA/JWTC, Schwab (1)							
** Supported by MCB Camp Pendleton, *** Supported by MCB Quantico							

Chart 3.1
This chart illustrates the number of mess halls, management structure and type at Marine Corps Bases and Air Stations

Section 4: Class II – Clothing and Equipment

4.1 Overview

The ISS 360 Team conducted a review of clothing and equipment management within all 18 installations visited.

Our discussion, observations and conclusions are documented in the following four categories:

- Consolidated Issue Facilities providing support for Individual Combat Clothing and Equipment
- Consolidated Storage Facilities providing support for Chemical, Biological, Radiological and Nuclear (CBRN) defense equipment
- Recruit clothing issue at the two Marine Corps Recruit Depots
- Clothing cash sales operations at MCRD San Diego and MCB Quantico

Each of these functions is addressed separately below. Enterprise flowcharts reflecting the standardized operations of a Consolidated Issue Facility, a Consolidated Storage Facility, and the clothing issue processes at MCRD Parris Island and MCRD San Diego are included in this report within the sections where they are specifically applicable.

4.2 Consolidated Issue Facilities

4.2a Discussions

The concept of the contractor-operated Consolidated Issue Facility (CIF) was introduced to the Marine Corps in 2000. The initiative required commands to relinquish their individual combat clothing and equipment to a centralized issue facility. This program sought to increase combat readiness through the

efficient receipt, issue, and storage of individual combat clothing and equipment while at the same time freeing up Marines being used to store, issue, and maintain this equipment for reassignment to other Military Occupational Specialties.

LOGCOM has the overall responsibility for CIF management. Lion-Vallen Industries was awarded the contract for managing all 15 CIFs (see Table 4.1) throughout the Marine Corps. CIFs are located at 11 of the 18 installations visited by the team, with multiple CIFs in Okinawa. LOGCOM employs Contracting Officer Representatives (CORs) within each geographical region to monitor the performance of Lion-Vallen and to serve as liaisons between the contractor and the Marine Expeditionary Forces (MEFs). The CORs coordinate the redistribution of equipment within their region when there is a need for cross-leveling.

MCB Camp Lejeune	MCB Camp Pendleton	Camp Foster (Okinawa)
MCAS Beaufort	(Camp Horno)	Camp Hansen (Okinawa)
MCAS Cherry Point	MCAS Miramar	Camp Kinser (Okinawa)
MCAS New River	MCAS Yuma	Camp Schwab (Okinawa)
	MCAGCC Twentynine Palms	MCAS Iwakuni
		MCB Hawaii

**Table 4.1
Consolidated Issue Facilities locations**

Lion-Vallen uses a stand-alone IT system, Vista Asset Management (VAM), to manage the order, inventory, and return processes. An electronic signature is created when items are issued, and an issue list is generated and maintained in VAM until equipment is returned. The CIF regional offices are located at MCB Camp Lejeune, MCB Camp Pendleton, and MCB Camp Butler (Okinawa).

4.2b Observations

The team’s review of CIF management showcased the individual combat clothing and equipment support as an effective and efficient enterprise solution. The success of this program is due in large part to the MEF involvement in the decision-making process. While LOGCOM oversees the program and

Lion-Vallen manages the inventory, the MEF owns the equipment and ultimately establishes unit allowances.

One of the CIF program challenges identified by the team is maintaining multiple generations of the same type of clothing and equipment. This occurs as a result of the lengthy fielding process associated with the introduction of new items. An example is the current fielding of the Individual Load Bearing Equipment (ILBE). The number of ILBEs being delivered is less than required to outfit every Marine. Therefore, the CIFs are still required to maintain and issue the MODular Lightweight Load-carrying Equipment (MOLLE) pack. The respective MEF G-4 identifies and prioritizes which units receive the most recently fielded gear. The LOGCOM COR fills a key role in the CIF program by ensuring that issues, such as the fielding of new equipment, are brought to the MEFs attention early on. This proactive process leads to better business solutions.

Lion-Vallen's VAM system does not provide inventory information to a Marine Corps database. Also, VAM is currently being hosted outside the NMCI firewall which is not in compliance with Department of Defense (DoD) policy.

4.2c Conclusions

We recommend that a follow on review be conducted to integrate inventory data currently resident in VAM with a Marine Corps data base. This will meet both the connectivity and the policy issues. The Marine Corps Equipment Readiness Information Tool (MERIT) would be a viable solution to transfer the inventory data to provide this visibility.

Future employment of CIFs

The establishment of a CIF at all installations would neither be practical nor economically beneficial; however, we recommend the establishment of a CIF at one additional installation, MCB Quantico.

Although a CIF supporting MCB Quantico was not included in the initial contract, our team found the requirement to support assigned military personnel at MCB Quantico, MCAF Quantico, and The Basic School warrants the need for this function.

4.3 Consolidated Storage Facilities

4.3a Discussion

The concept of the contractor-managed Consolidated Storage Facility (CSF) was implemented to better manage fielded Chemical, Biological, Radiological and Nuclear (CBRN) defense equipment. The initiative required that all supported organizations relinquish the management of their CBRN equipment, both individual and organizational, to a centralized storage facility. Mask Issue and Recovery Points (MIRPs) were established to issue Field Protective Masks (FPMs) and perform sizing of Individual Protective Equipment (IPE). The program was designed to increase combat readiness through the centralized management of CBRN equipment. This consolidation provided global visibility of assets (for the first time) and allowed for the redistribution of items to meet the operational needs of each MEF.

Marine Corps Systems Command (SYSCOM) has the overall responsibility for this program, with their Strategic Logistics Asset Management (SLAM) team overseeing the project. New Breed has been awarded the contract for managing all CSFs throughout the Marine Corps. All CSFs were reviewed, with the exception of the facility at MCB Barstow that supports Marine Reserve Forces.

New Breed uses a stand alone system, the Warehouse Management System (WMS), to manage equipment issuance, inventory, returns and identification of Marines’ measurements for future IPE issue. The WMS does not provide inventory information to a Marine Corps data base, which results in no enterprise visibility for assets managed in the WMS outside of WMS itself.

MCAS Beaufort	MCAS Miramar	Camp Kinser (Okinawa)
MCAS Cherry Point	MCAS Yuma	Camp Foster, MIRP (Okinawa)
MCAS New River	MCAGCC Twentynine Palms	Camp Hansen, MIRP (Okinawa)
MCB Camp Lejeune	MCB Camp Pendleton (MIRP)	MCAS Iwakuni
MCB Quantico (MIRP)	MCLB Barstow (MARFORRES)	MCB Hawaii

**Table 4.2
Consolidated Storage Facilities locations**

4.3b Observations

Although a newer concept than the CIF, the CSF program provides a similar enterprise-wide solution for another highly important support element, individual and organizational CRBN equipment. This program appears to be an effective and efficient method to manage CSF across the Marine Corps. The success can be attributed, in large part, to including the MEFs in the management decision process.

While SYSCOM oversees the program and New Breed manages the inventory, it is the individual MEF that owns the equipment.

New Breed’s WMS does not provide inventory information to a Marine Corps database. Also, WMS is currently being hosted outside the NMCI firewall which is not in compliance with Department of Defense (DoD) policy.

4.3c Conclusions

We recommend that a follow on review be conducted to integrate inventory data currently resident in WMS with a Marine Corps data base. This will meet both the connectivity and the policy issues. The Marine Corps Equipment Readiness Information Tool (MERIT) would be a viable solution to transfer the inventory data to provide this visibility.

Future employment of CSFs

Planning is in process for the transfer of CSF contract management from SYSCOM to LOGCOM. This move will reduce Marine Corps personnel resources performing operational oversight and potentially allow the performance of both CIF and CSF operations under one contract. A merging of these two programs should lead to gains in efficiencies in both personnel and financial resources.

4.4 Recruit Clothing Issue

4.4a Discussion

Recruit clothing issues at the MCRDs are similar in their operations. All uniform stocks are owned by DLA until issued. Issues are conducted in two phases: Scan sheets are employed to track issues and create charges from DLA (DSCP Philadelphia); and board sheets are used to track necessary alterations by contracted tailors.

4.4b Observations

The clothing issue process in MCRD San Diego differs from MCRD Parris Island in the way recovered clothing is handled. A clothing cash sales operation at San Diego allows for reduced sales of recovered recruit clothing. This depot is also generating additional savings by recycling utilities from overweight entry recruits. When a recruit checks in, he is issued utilities to fit (in the majority of cases, it is a large size). In the course of the training program the recruit invariably loses weight, and therefore is allowed to exchange the uniforms for a smaller size.

4.4c Conclusions

Both depots employ the Virtual Item Management System for inventory management and stocks are owned by the Defense Supply Center Philadelphia (DSCP) until issued. However, the issue process is manual.

4.5 Cash Sales Operations

4.5a Discussion

The Marine Corps has transferred a majority of the uniform clothing sales from internal clothing to the Marine Corps Exchange System. MCRD San Diego and MCB Quantico are the remaining two clothing cash sales operations, with MCB Quantico in the process of transferring its clothing sales to the Marine Corps Exchange. Both Commands sell new items of clothing and offer three quarter discount sales of serviceable uniform items recovered from individuals that failed to complete recruit or officer training programs. In both instances, the discounted sales items were generating significant interest aboard those installations and from active and reserve Marines from other bases, posts, and stations.

4.5b Observations

In our view, the Marine Corps Exchange System could easily absorb cash sales operations at MCB Quantico and MCRD San Diego because the MCES already performs this function at all other bases and installations. However, at these two installations the discounted sales of recovered clothing result in significant recovery of funds for the Marine Corps. Additionally, Marines are benefiting from the cost savings made available to them when purchasing required uniforms.

4.5c Conclusions

The sale of military clothing within the Exchange System has worked well for the Marine Corps, but the one quarter cost sales provides an opportunity for training commands to recover a portion of uniform costs for the Marine Corps while providing a service to Marines. We recommend retention of one quarter sales operations and expansion of this function to MCRD Parris Island.

Section 5: Class III – Petroleum, Oils, and Lubricants

5.1 Overview

The ISS 360 Team conducted a review of Petroleum, Oils, and Lubricants (POL) with emphasis placed on Bulk POL Fuel Farm operations. The team visited 16 fuel farms and met with fuel farm managers that included Marines, contractors, and civilian personnel. A variety of management structures and processes were observed and individually mapped, as shown in Chart 5.1. Flowcharts for processes are included in this report within the sections where they are specifically applicable.

5.2 Discussion

Fuel farms are located at 15 of the installations visited. The exceptions were MCAF Quantico, which obtains its fuel support directly from MCB Quantico; MCRD San Diego, which obtains its fuel from the Marine Corps Exchange System or from off-base commercial sources; and MCAS Camp Pendleton, which obtains its fuel support from MCB Camp Pendleton.

The Defense Logistics Agency's (DLA) Defense Energy Support Center (DESC) is the principal source of supply for fuels within the Armed Forces. It provides support for contracting, distribution, transportation, and inventory control of bulk fuels.

5.3 Observations

Capitalized inventory is when DESC owns the fuel until point of sale. DESC has capitalized inventories at 11 of the sites visited. MCB Camp Pendleton and MCB Quantico are in the process of capitalizing their fuel farms. These two installations, along with MCAS Miramar, own fuel inventories and manage the fuel farms with a combination of civilian and military personnel.

MCAGCC Twentynine Palms and MCB Camp Butler bulk fuel operations have been optimized. Under optimization, DESC not only owns the stocks within the installation fuel farms, but also manages the daily operation of the farms and the billing process back to the consumer through the use of a DESC contractor.

At the time of visit, MCAS Miramar was in the preliminary planning phase for an A-76 on their bulk fuel operations.

5.4 Conclusions

The optimization of bulk fuel operations with DESC owning stocks and operating fuel farms through their own contractor represents the best business practice for the Marine Corps. Where optimization is achieved, the Marine Corps benefits in two ways:

- DESC capitalization of stocks provides an immediate return of funds to installations, and fuel ownership of future inventories by DESC enhances Marine Corps' cash flow by delaying funds expenditures until fuel is dispensed.
- DESC management of fuel farms eliminates the need to employ civilians and Marines (except on installations designated as bulk fuel training facilities) to operate fuel farms, generating cost savings through reductions.

While there is a current movement to optimize bulk fuel operations, it appears to be based on individual installation initiatives with DESC instead of regional or Marine Corps-wide efforts. However, individual contracting initiatives may be inhibiting the Marine Corps from realizing its best cost opportunity by not leveraging its purchasing power on a service wide level.

A Marine Corps contracting initiative with DESC would accelerate the movement towards enterprise-wide optimization of bulk fuel operations and generate savings previously addressed.

Additional savings could potentially be generated during a service level contracting initiative if DESC was offered total management and operational responsibility for all Marine Corps fuel farms.

It is recommended that the Marine Corps conduct an analysis of existing contracts and ongoing negotiations between DESC and Marine Corps installations. The goal of this analysis would be to determine the feasibility of achieving optimization in bulk fuel management by developing an enterprise-wide solution that would allow for DESC ownership of bulk fuel stocks and fuel farm operations, while still providing for operational training for Marines at designated sites.

		Class III Bulk POL			
		Marine Corps Owns Inventory/Operates	DESC Owns Inventory/Marine Corps Operates "Capitalized"	DESC Owns Inventory/ Contractor Operates "Optimized"	Marine Corps Exchange Commercial
Marine Corps Bases	MCAGCC Twentynine Palms			X	
	MCB Camp Butler			X	
	MCB Camp Lejeune	X			
	MCB Camp Pendleton	X			
	MCB Hawaii		X		
	MCB Quantico		X		
	MCLB Albany		X		
	MCLB Barstow		X		
Marine Corps Air Stations	MCAS Iwakuni		X		
	MCAS Beaufort		X		
	MCAS Camp Pendleton	*			
	MCAS Cherry Point		X		
	MCAS Miramar	X			
	MCAS New River		X		
	MCAS Yuma		X		
	MCAF Quantico		**		
Marine Corps Recruit Depots	MCRD Parris Island		X		
	MCRD San Diego				X
*: Supported by MCB Camp Pendleton, **: Supported by MCB Quantico					
Capitalized - one entity owns inventory, another manages operation					
Optimized - one entity owns inventory and manages operation					

Chart 5.1

This chart illustrates the various management structures of Bulk POL operations/ownership at Marine Corps Bases and Stations

Section 6: Class IV – Construction Material

The ISS 360 Team conducted a review of Class IV Construction Material during site visits but found minimal stocks that could be considered intermediate-level supplies. Most Class IV material was held within base and station facilities departments for use in housing and building maintenance, or within DSSC/Servmart stores as vendor-owned stock used to support base and station Preservation, Packing, and Packaging (PP&P) operations. In all cases, since stocks were consumed internally by the base or station, they could not be considered as intermediate stocks and, therefore, are not included in this study.

Section 7: Class V(w) – Ground Ammunition

7.1 Overview

The ISS 360 Team conducted a review of Class V (w) ground ammunition at each of the installations visited and determined if ammunition accountability was resident in each command

7.2 Discussion

Ammunition accountability was apparent in each command. The requirements ranged from limited small arms for base/station/depot security maintained within provost marshal offices such as MCAF Quantico) to the management of large Ammunition Storage Points (ASPs) with support provided by Marine Logistics Groups (MLG) ammunition companies such as MCB Camps Pendleton and Lejeune. Each Command was in compliance with the stringent controls imposed for the management of Class V(w) by Marine Corps Bulletin (MCBul) 8011.

7.3 Observations

Reviews of the processes for receipt, issue, and control identified within this commodity were found to be the most standardized of all classes of supply reviewed due to the accountability and controls required by *MCBul 8011*. While local procedures exhibited minor differences in the methods for pickup and/or delivery, turn in, and hours of operation depicted within organizational flow charts, the overall functional management was standard throughout the supporting establishment. MCB Hawaii presents a unique issue in that the Navy magazine in Lululie is used to store part of the base's allowance because of the proximity of their ASP to base housing. Major operational bases where MLGs are located employ ammunition supply company personnel to manage and operate ASPs.

All installations appear to function with allowances established by the Marine Corps System Command's (MARCORSYSCOM) Program Manager (PM). All use the Training Ammunition

Management Information System–Redesign (TAMIS-R) to order training ammunition and track expenditures, and the Retail Ordnance Management System (ROLMS) to perform inventory management Chart 7.1. It was noted, however, that information technology (IT) support functions are not optimized. TAMIS-R and ROLMS do not interface, therefore any interrelated actions must be performed manually, and ordering from MARCORSYSCOM PM is conducted by e-mail.

7.4 Conclusions

We recommend that the PM Ammunition, MARCORSYSCOM, explore interfacing the two IT systems in use for ammunition management, to preclude the necessity for manual intervention by the reporting units.

		Class V(w) Ground Ammunition Management				
		Base/Station Managed	MLG Ammo Company Managed	SYSCOM PM Sets Allowances	TAMIS-R used to order & track Expenditures (requisitioning by e-mail to SYSCOM)	ROLMS used for Inventory Tracking
Marine Corps Bases	MCAGCC Twentynine Palms	X		X	X	X
	MCB Camp Butler		X	X	X	X
	MCB Camp Lejeune		X	X	X	X
	MCB Camp Pendleton		X	X	X	X
	MCB Hawaii	X		X	X	X
	MCB Quantico	X		X	X	X
	MCLB Albany	X		X	X	X
	MCLB Barstow	X		X	X	X
Marine Corps Air Stations	MCAS Iwakuni	X		X	X	X
	MCAS Beaufort	X		X	X	X
	MCAS Camp Pendleton	X		X	X	X
	MCAS Cherry Point	X		X	X	X
	MCAS Miramar	X		X	X	X
	MCAS New River	X		X	X	X
	MCAS Yuma	X		X	X	X
	MCAF Quantico	X		X	X	X
Marine Corps Recruit Depots	MCRD Parris Island	X		X	X	X
	MCRD San Diego	X		X	X	X

Chart 7.1

This chart illustrates the management of ground ammunition and IT systems used at Marine Bases and Air Stations

Section 8: Class VI – DSSC/Servmart Operations

8.1 Overview

The ISS-360 team conducted on-site interviews and process mapping at the 11 Direct Support Stock Control (DSSC)/Servmart operations currently operating on Marine Corps bases, posts and stations. Stock carried at these activities is tailored by customer requirements and includes a variety of classes of supply, including: Class II – clothing items, Class III – packaged POLs, Class IV – lumber, Class VI – personal demand items and Class IX – repair parts.

The Marine Corps' decision to allow each command to seek their own solution concerning the operation of Servmart type activities has created a multitude of methods to accomplish similar goals. Currently, there are six disparate approaches to providing administrative/housekeeping supplies and selected repair parts. The six distinct operational models observed during the site visits are: (See Chart 8.1)

- Servmart inventories owned and managed by the Marine Corps
- Inventories that have been capitalized and are under the management of General Services Administration (GSA)
- Collaborative partnership with contractors
- Inventories optimized by contractors
- Inventories owned and managed by Marine Corps Community Services (MCCS)
- Utilizing DSSC/Servmart at other Marine Corps/Service installations

8.2 Observations

The cumulative value of inventory at these installations exceeds \$19 million and annual sales exceed \$90 million. MCAS Beaufort, MCAS Cherry Point and MCAS Yuma inventories are owned by NIB/NISH organizations. MCB Camp Butler, MCB Camp Lejeune and MCAGCC Twentynine Palms

inventories have been capitalized under GSA. Additionally, there are two inventories that are co-owned between the Marine Corps and commercial vendors and one inventory owned by MCCA. The existence of these different models severely limit the opportunity to leverage cost reductions and process improvements across the Marine Corps business enterprise. There is no current policy that sets standards at the enterprise level.

In all of the 11 DSSC/Servmart operations, the common thread observed was of a customized solution being devised and implemented to meet the specific needs of each installation. Each store was unique in its business approach and method of meeting customer requirements. The ISS-360 team observed a multitude of different types of facilities, store layouts, and items carried.

A separate review of Government credit card usage from February 2005 to February 2006 was conducted in conjunction with the ISS-360 self-service operations review. Although not an official part of this study, the team's belief is that an unknown percentage of purchases probably relate to items carried in the self-service stores and that there is a great potential to capture additional categories of items under the enterprise concept. The team reviewed approximately 1.6 million transactions in an amount close to \$63.4 million and broke the data down into categories to analyze the impact of these buys on the DSSC/Servmart stores.

CREDIT CARD ANALYSIS	# OF TRANS.	TRANS. COST	SUBTOTAL
*Automotive Parts			
Motor Vehicle Supplies and New Parts (Business to Business MCC)	55,143	882,025	
Auto and Home Supply Stores	11,062	2,676	
Automotive Tire Stores	60,852	413,429	
Automotive Parts and Accessories Stores	60,863	1,232,666	\$2,530,796
Automotive Service & Repair			
Car and Truck Dealers (New and Used)- Sales, Service, Repairs, Parts, and Leasing	60,621	1,071,788	
Car and Truck Dealers (New and Used)- Sales, Service, Repairs, Parts, and Leasing	44,168	6,926	
Automotive Top & Body Shops	82,841	113,825	
Tire Retreading & Repair	37,670	2,561	
Automotive Paint Shops	52,745	57,347	
Automotive Service Shops (Non-Dealer)	82,918	452,542	
Furniture – Reupholster, Repair, and Refinishing (i.e., HUMVEE seat reupholstery)	68,769	12,046	
Welding Services	84,612	248,943	
Miscellaneous Repair Shops and Related Services	84,689	20,880,535	\$22,846,514
Computers & Software			
Computers, Computer Peripheral Equipment, and Software	55,495	3,271,924	
Computer Software Stores	51,606	878,620	\$4,150,543
* Facilities Maintenance			
Construction Materials Not Elsewhere Classified (Business to Business MCC)	55,429	901,618	
Electrical Parts and Equipment (Business to Business MCC)	55,715	2,916,902	
Hardware, Plumbing, Heat Equipment and Supplies (Business to Business MCC)	55,792	2,922,266	
Plumbing and Heating Equipment and Supplies (Business to Business MCC)	55,814	798,973	
Home Supply Warehouse	57,200	843,533	
Lumber & Building Materials Stores	57,321	1,357,846	
Glass, Paint, and Wallpaper Stores	57,541	884,947	\$10,626,085
*HAZMAT			
Chemicals and Allied Products Not Elsewhere Classified (Business to Business MCC)	56,859	822,892	
Paints, Varnishes and Supplies (Business to Business MCC)	57,178	37,445	\$860,337
*Industrial Supplies			
Industrial Supplies Not Elsewhere Classified (Business to Business MCC)	55,935	11,065,217	\$11,065,217
*Office Supplies			
Stationery, Office Supplies, Printing and Writing Paper	56,221	8,511,877	
Stationery, Office and School Supply Stores	59,430	2,425,266	\$10,937,143
Printing Services			
Miscellaneous Publishing and Printing Services	30,151	309,220	\$309,220
TOTALS	1,604,640	\$63,325,855	\$63,325,855

Table 8.1: Credit Card Analysis

Note: Categories marked with an asterisk are candidates for an enterprise DSSC solution and have the potential to increase sales by an estimated \$36 million per year. Centralized inventory management through DSSC/SERVMART would allow for consistent customer requirements analysis and could dramatically reduce the necessity of purchasing office supplies, automotive parts, facilities maintenance, industrial, and HAZMAT supplies with credit cards off-station. Centralized inventory management would also allow the Marine Corps to exert leverage to reduce costs and increase efficiencies, while providing optimal service and support to the customer. The addition of the areas “Automotive Service and Repair,” “Computers and Software” and “Printing Services,” while not generally specific to DSSC/SERVMART-type operations are worthy of more in-depth analysis.

8.3 Conclusions

DSSC/Servmart operations are exceptional candidates for the application of an enterprise solution to enhance support to warfighters. Recommended Phase II actions include:

- Evaluate the use of a primary contractor to own, manage, and operate all self-service stores. An enterprise solution would leverage the Marine Corps’ buying power and increase the range and depth of self-service type items carried to meet customer demand and alleviate the need for in-town commercial shopping. The study should include store locations, infrastructure, and store layouts.
 - The achievement of standardization would allow for the free exchange of ideas and information and, in turn, would ultimately result in more cost-effective utilization of scarce resources.
 - Standardized guidance, when published, would ensure that modernization teams would have a logical starting point from which to craft analyses and recommend process improvements. The individual installation commanders would be relieved of the burden of establishing local solutions and managing the self-help stores.

- The selection of an enterprise solution should reduce operational costs and allow for standardized training. The cumulative result will be improved customer support.
- Conduct a separate study to assess the viability of establishing the enterprise self-service store for MCB Camp Butler, Okinawa, and mainland Japan based commands (to be done only after the successful implementation of the CONUS and Hawaii sites).
- Conduct an in-depth study of government credit card purchases to ensure the Marine Corps is getting the best value for purchases of this type.

		Class VI DSSC Servmart					
		Marine Corps Owns Inventory and Operates	GSA Owns Inventory/Marine Corps Operates <i>"Capitalized"</i>	Joint Effort Contractor and Marine Corps both own inventory/operate <i>"Partial Capitalization"</i>	Contractor Owns Inventory/Operates <i>"Optimized"</i>	MCCS Owns Inventory/Operates <i>"Optimized"</i>	Use Another Base
Marine Corps Bases	MCAGCC Twentynine Palms		X				
	MCB Camp Butler		X				
	MCB Camp Lejeune		X				
	MCB Camp Pendleton			X			
	MCB Hawaii						X
	MCB Quantico	X					
	MCLB Albany	X					
	MCLB Barstow			X			
Marine Corps Air Stations	MCAS Iwakuni					X	
	MCAS Beaufort				X		
	MCAS Camp Pendleton						X
	MCAS Cherry Point				X		
	MCAS Miramar						X
	MCAS New River						X
	MCAS Yuma				X		
	MCAF Quantico						X
Marine Corps Recruit Depots	MCRD Parris Island						X
	MCRD San Diego						X

Chart 8.1
This chart illustrates the management and operation structures of DSSC/Servmart at Marine Bases and Air Stations

Section 9: Class VII – Major End Items

9.1 Overview

The MCAGCC Twentynine Palms and The Basic School aboard MCB Quantico are the only two installations where Class VII – Major End Items support requirements were found outside of operational commands.

9.2 Discussion

MCAGCC Twentynine Palms

The Exercise Support Division (ESD) within MCAGCC's Material Readiness Branch (MRB) maintains major end items under allowances established for the Enhanced Equipment Allowance Pool (EEAP). ESD manages EEAP assets, to include the issue, storage, maintenance, and recovery of equipment for Marine Corps Commands participating in Operation MOJAVE VIPER. The Class VII allowances have increased over time as the ESD mission has evolved to meet the increased operational tempo of MCAGCC's Combined Arms Training Courses, Urban Warfare Training, and the intense 80-day training for all troops deploying to Iraq. Comments addressing Class IX Repair Parts Support for the ESD maintenance effort are found within the Class IX section of this study. Flowcharts for processes are included in this report within the sections where they are specifically applicable.

The Basic School

The Basic School (TBS) is a subordinate command of the Training and Education Command (TECOM), rather than a component of MCB Quantico. However, its physical separation from MCB Quantico facilities and the uniqueness of its mission warranted a separate review during the ISS 360 Team's MCB Quantico visit. TBS trains between 750 to 1,000 2nd Lieutenants and Warrant Officers each year.

Supply support, with the exception of areas of direct support from MCB Quantico, is provided through the organic supply account of The Basic School Instructor Battalion. The Battalion's Table of Equipment (T/E) includes major end items to support scheduled training. Equipment is signed out to Responsible Officers (ROs) within the Battalion using SASSY procedures similar to a Marine Corps operational battalion. However, the Accountable Officer for the supply account is not the Battalion Commander on whose property records the equipment is maintained. Instead, the TBS Commander is the Accountable Officer. Paragraph 1003 of the *Consumer-Level Supply Policy Manual* (MCO P4400.150E) states that the Commanding Officer of an organization is the Accountable Officer for the property on his organization's T/E. The existing structure removes the Battalion Commander from any responsibility for property under his custody, impedes the process of making adjustment to property records when required, and places a burden on the TBS Commander.

9.3 Observations

Mission pace and scenario differences between MCAGCC Twentynine Palms and The Basic School require separate, but viable procedures for the issue, recovery, and management of major end items. Specifically, at The Basic School the Accountable Officer responsibility assigned to The Basic School Commander may be inefficient. The property is on the T/E of the Instructor Battalion while the Battalion Commander has physical custody of the property through his organic supply account.

9.4 Conclusions

Regarding TBS, a realignment of the accountability function from the Commanding Officer of TBS to the Commanding Officer of the Instructor Battalion permits a clearer chain of custody, allows the Instructor Battalion Commander to exercise control over his T/E, and strengthens the relationship between the Battalion Supply Officer and his Commanding Officer. Consideration should be given to shifting the Accountable Officer function from the TBS Commanding Officer to the Commanding Officer of the Instructor Battalion.

Section 10: Class VIII – Medical Logistics Company – Medical Blocks

10.1 Overview

The ISS 360 Team conducted a review of the Medical Logistics Company's (MEDLOG) Class VIII Medical Block Management within 2nd MLG, MCB Camp Lejeune; 1st Marine Logistics Group (MLG), MCB Camp Pendleton; 3rd MLG Camp Butler; and CSSG-3, MCB Hawaii.

10.2 Discussion

The MEDLOGs within the MLGs provide medical supply support to deploying Marine units, base aid stations, and approved regional customers. The MEDLOGs also provide full function medical/dental equipment repair shops and specialized sterilization branches which pack sterilized surgical and dental instruments. The MEDLOGs strategic mission is to manage the Naval Logistics Command Authorized Medical Allowance List (AMALs) and Authorized Dental Allowance Lists (ADALs) for deployable blocks of medical equipment and pharmaceutical supplies for training exercises and deployments. The ISS 360 Team focused attention on the MEDLOG strategic mission of medical deployment blocks and mapped processes related to block management, issue, and recovery. Flowcharts illustrating the processes performed at each MLG and CSSG-3 are included at the end of this section.

In preparation for an exercise or deployment, the deploying unit (through its assigned medical personnel) generates and submits their requirement for a medical block to MEDLOG for approval via an official letter from the Unit Commanding Officer, including the Reporting Unit Code (RUC) and a Job Order Number (JON). The MLG Health Services Support Element (HSSE), MLG Surgeon, and the Marine Expeditionary Force (MEF) planner review the requirements, validate the JON, and approve the request prior to the MEDLOG making an issue. The blocks are pulled and a signature sub-custody transfer to the requiring unit is completed. During an exercise/deployment units may submit

supplementary requests to replenish supplies that are consumed. MEDLOG assembles the requested material and packs it in hard side containers for shipment.

When blocks are returned, they are jointly inventoried and a Limited Technical Inspection (LTI) is conducted. During the LTI, the MEDLOG representative advises the returning unit point of contact on the condition of the returning block and the returning unit is billed for depleted supplies. After completion of the LTI and required signatures, the signature sub-custody transfer to MEDLOG is completed, and replenishment buys are generated. MEDLOG has two sources of supply for building and replenishing the blocks. Commercial prime vendor accounts are used for medical, surgical consumable supplies, and pharmaceutical supplies. For military-specified stock number replenishments, MEDLOG orders directly from the Defense Supply Center Philadelphia (DSCP) and coordinates any problems directly with DSCP item managers.

10.3 Observations

A number of medical block configurations are used to support medical/dental supplies and equipment, dependent upon the specific needs, structure, and mission of the individual MEFs. The AMALs/ADALs are updated on a monthly basis. Revisions are based on changes to the Federal Supply System, professional recommendations, and direction from Type Commanders. At each MEDLOG, the processes for block construction, warehousing, and billing through the use of the Standard Accounting and Budgeting Reporting System (SABRS) appeared to be identical. However, the process for submitting replenishment requisitions is conducted in one of four ways:

- Requisitions are submitted via ATLASS I/SASSY through the supporting SMU
- Requisitions are submitted via the Internet directly to DSCP
- Requisitions are submitted to the US Army
- Open purchases are made through established vendors using the Internet

The requisitioning, warehousing, and inventory control mediums consist of both IT systems and manual systems, as shown in Table 10.1. In the 3rd MLG, use of the previous IT system called Defense Medical Logistics Standard Supporting System (DMLSS) had to be discontinued because it was not an approved Navy Marine Corps Internet (NMCI) program. The Navy was still working on this issue at the time of this review.

MEDLOG IT System Usage			
MEDLOG	Requisitioning	Warehousing / Inventory Control	
1st MLG	ATLASS I /SASSY	DMLSS/STRATIS	
2nd MLG	Open Purchase/ S9M	TAMIS-R	
3rd MLG	Email/ 16 th Medical Co	Manual	
CSSG-3	Open Purchase/SASSY	Access DB	

Table 10.1: MEDLOG IT System Usage

ATLASS I: Asset Tracking Logistics Supply System

STRATIS: Storage Retrieval Automated Tracking Integrated System

10.4 Conclusions

The lack of a functioning, standardized IT system for replenishment, inventory management, and storage may inhibit the effective management of Class VIII supplies. We recommend that the Marine Corps and Navy conduct a collaborative analysis to determine the impact on MEDLOG support, assigned Marine Corps/Navy personnel, and program costs that may be associated with the lack of standardized IT systems support.

Section 11: Class IX – Repair Parts

11.1 Overview

The ISS 360 Team conducted a review of Class IX – Repair Parts management during site visits. The Class IX operations of tenant Marine Logistics Groups (MLGs) and MLG subordinate elements were also reviewed.

11.2 Discussion

Bases, Air Stations, and Depots

Class IX management was decentralized in all bases, air stations, and depots. Class IX inventories were not identified under the direct control of any of the Organizational Supply Officers, with the exception of a limited number of motor transport, communications/electronics, and facilities parts within the DSSC at MCB Camp Butler. Repair parts inventories were found within individual maintenance shops (designated pre-expended consumable bins). The bulk of Class IX requirements were generated in support of base and air station commercial motor transport fleets. These requirements were generally being satisfied by the use of government purchase credit cards issued to motor transport, communications/electronics, and facilities maintenance shops.

More extensive inventories of repair parts were found in the intermediate maintenance facilities at MCB Quantico in support of base operations and The Basic School (TBS), at MCAGCC Twentynine Palms in support of the Exercise Support Division (ESD) MOJAVE VIPER Operations, and within the Marine Corps Communication-Electronics School (MCCES). Flow charts reflecting the Class IX operations at MCB Quantico, MCAGCC Twentynine Palms, and MCCES are included at the end of this section.

- MCB Quantico
 - Established a Repairable Issue Point (RIP) to track repair parts that support base elements.
- MCAGCC Twentynine Palms
 - The Material Readiness Branch within the MCAGCC Twentynine Palms ESD manages a Class IX inventory. (An item to note: MRBs definition of Pre-Expended Bins (PEB) is not consistent with Marine Corps Orders. The initial stock obtained by ESD (EEAP at that time) 10 years ago was considered to be a PEB. However, through the evolution and growth from the EEAP to the ESD, their increase in Class IX requirements has demanded an increase in stockage levels – the designation did not change. In essence, the consumable process could more closely be referred to as a stock control/storage function and the reparables are actually functioning as an issue point from the main Repairable Issue Point (RIP)).
 - The 1st MLG Combat Logistics Battalion 7 (CLB-7) interfaces with the 1st MLG SMU at Camp Pendleton to provide Class IX support to operating forces at MCAGCC. CLB-7 also operates a RIP.
 - MCCES operates a separate SMU operation including the General Account and a RIP. Both the SMU and RIP are in support of school operations and training.

MLG Class IX Management

Class IX support was reviewed within each of the three MLGs, Combat Service Support Group 3 (CSSG-3), and supporting CSSDs at each base and air station. CSSDs were established at bases and air stations to support operating commands. Class IX functions that were reviewed include:

- Receipt, storage, issue, and RFID shipping

- Customer service and inventory management
- Initial issue provisioning management
- Reparable issue point operations
- Reparable issue point deployment block procedures

Overall, operational concepts for Class IX management within the MLGs and their subordinate elements are applied in a standard manner regardless of geographical locations and elements supported. A composite flow chart for each MLG and CSSG-3 at MCB Hawaii are included at the end of this section.

11.3 Observations

Redundant operations in Class IX support were noted during the site visit to MCAGCC Twentynine Palms. Duplicative efforts within the Training and Education Command (TECOM), MCCES, and ESD subordinate command infrastructure appear to exist in the absence of a collaborative support structure to embrace the requirements and support capabilities of the Command. These two operations are in addition to the CLB-7 SMU sub float of 1st MLG Camp Pendleton aboard the Installation.

Sassy Management Units (SMUs) and Class IX Inventories

Two distinct SMU operations aboard MCAGCC Twentynine Palms were observed. One SMU operates from the 1st MLG at MCB Camp Pendleton and is being used to support the 7th Marines (Rein), the ESD, and operating forces aboard the center for training. A second SMU is established at MCCES to support school operations. Additionally, a large SMU-like Class IX Repair Parts inventory (identified as pre-expended bin stocks) is maintained by the ESD. The inventory consists of 5,700 line items valued at \$10 million.

Reparable Issue Points (RIPs)

Two RIPs were identified aboard the center. One was operated by CLB-7 as a sub float from the main float at 1st MLG, Camp Pendleton. This RIP supported the 7th Marines (Rein), the ESD, and operating forces aboard the center for training. The second RIP was a stand alone main float within MCCES, dedicated to support of the school.

11.4 Conclusions

The existing support structures at MCAGCC Twentynine Palms have evolved in concert with the operational pace, mission complexity, and Marine Corps wide participation. The impact of the redundancy in supply support; however, is resulting in less than optimal utilization of Marine Corps financial and personnel resources.

It is recommended that a comprehensive review of Class IX support at MCAGCC Twentynine Palms be conducted. The review team should be chartered to develop recommendations for streamlining processes and eliminating redundancy thereby conserving financial and personnel resources with the primary focus continuing to support the multiple missions of the center and its tenants.

Section 12: Hazardous Material Management

12.1 Overview

The ISS 360 Team reviewed Hazardous Material (HAZMAT) management in each installation visited. A number of different manual and automated data base programs were identified as being used to monitor, track, order, and/or account for hazardous materials and waste. Operations were observed to be Marine Corps managed, contractor managed, a combination of Marine Corps and contractor managed, or managed by another government agency or service. Chart 12.1 illustrates the different management structures and IT systems employed at Marine Corps Bases and Air Stations for HAZMAT management.

12.2 Discussion

Ten of the 18 installations reviewed have HAZMAT management functions that are segregated. These activities have one agency managing the purchase of material and a separate and distinct agency managing the disposal process. These installations include MCAGCC Twentynine Palms, MCB Camp Pendleton, MCB Hawaii, MCB Quantico, MCB Camp Lejeune, MCAS Pendleton, MCAS Cherry Point, MCAS Miramar, MCAS Yuma, and MCAS Iwakuni.

Concerning the use of IT systems to manage the purchase of material and the disposal process, six installations– MCAGCC Twentynine Palms, MCB Lejeune, MCRD Parris Island, MCB Hawaii, MCAS Iwakuni and MCAS Miramar – use different IT systems to manage these two functions. These separate and isolated processes for obtaining and disposing of required HAZMAT, while meeting the immediate needs of the command, fell short of cradle (purchase) to grave (disposal) management accountability.

Each installation reviewed has developed its own solution for HAZMAT management, resulting in a multitude of unique methods to accomplish similar goals. Fifteen of the 18 installations visited (see Chart 12.1) employed one of three systems designed to manage HAZMAT functions:

- The Hazardous Substance Management System (HSMS)
- The Hazardous Material Management System (HMMS)
- The Regional Hazardous Inventory Control System (RHICS)

The remaining three installations – MCB Camp Lejeune, MCRD San Diego and MCRD Parris Island – do not use any automated systems.

12.3 Observations

The requirement to track hazardous materials from cradle to grave is a requisite levied by the environmental protection laws and regulations of both the United States and Japan. The ability of the Marine Corps to achieve and remain in compliance with these legal requirements is compounded by the diversity of state/prefecture and local government regulations. Additionally, installations are further forced by requirements to protect natural resources with limited personnel and financial assets and restricted space. Despite these limiting factors, the need exists for a consistent approach/process for HAZMAT management. The lack of standardization among the installations may have significant ramifications, which could:

- Restrict the ability of the Marine Corps to fully account for the health and quality of life of Marines, their families, and Marine employees
- Inhibit the ability of the Marine Corps to speak with a single voice concerning its environmental stewardship
- Place stress on the relationship between Marine Corps installations and associated local communities

- Add to the potential for hazardous material incidents that could damage the public image of the Marine Corps
- Restrict the ability to establish clear chains of accountability for hazardous materials
- Compound the challenge of installation Commanders to establish and maintain “cradle to grave” visibility of hazardous material aboard their installations
- Make it difficult to implement regional solutions to allow the Marine Corps to exert leverage to reduce costs, fully utilize partially consumed items, and increase efficiencies in use of personnel assets
- Limit opportunities for minimizing hazardous material usage, and developing standardized training, which would eliminate the need for re-training on IT systems, procedures, policies, and guidelines when a Marine or civilian working within the HAZMAT field transfers between bases/stations

12.4 Conclusions

The current state of HAZMAT management within the supporting establishment warrants priority attention. It is recommended that a subsequent phase of the Intermediate-Level Supply Chain Management Study be conducted to determine optimal regional Marine Corps solutions for HAZMAT management, which would employ standardized processes and allow for efficient and effective cradle to grave management.

The development of an enterprise solution for hazardous material management may not be feasible due to the complex and diverse local, state, federal and foreign environmental protection laws and regulations governing the management of hazardous materials. Based on our findings, a regional solution would prove more beneficial than an enterprise solution since regional laws and regulations for

hazardous material management are more aligned regionally than on the national level. Also, a regional solution implementation would capitalize on the recent Marine Corps Regional Command structure and will offer a standard solution for installations already working together. A Phase II effort must

- Identify the major laws and regulations that must form the framework for HAZMAT management and processes at each installation
- Identify unique differences that may exist between the regulatory requirements of the United States and Japan, including differences among Japanese prefectures where Marine installations are located
- Produce a matrix that allows visibility of regulatory requirements for each installation, reflecting where they are aligned or unique
- Conduct a review of existing Marine Corps HAZMAT management directives and determine if they conflict in any way with current regulatory requirements
- Conduct an in-depth review of IT systems in use by installations to determine their ability to satisfy requirements as set forth within the developed matrix
- Review current contractor HAZMAT management functions aboard installations
- Develop an implementation plan for identified solutions

		HAZMAT / HAZWASTE Management								
		Marine Corps Managed	Contractor Managed	USMC/ Contractor	Other Gov Agency/Service	Hazardous Substance Management System (HSMS)	Hazardous Material Management System (HMMS)	Regional Hazardous Inventory Control System (RHICS)	A-16 System	No Formal HAZMAT System Employed
Marine Corps Bases	MCAGCC Twentynine Palms		X	X					X	
	MCB Camp Butler		X					X		
	MCB Camp Lejeune	X								X
	MCB Camp Pendleton			X		X				
	MCB Hawaii	X (M)	X(W)			X				
	MCB Quantico			X		X				
	MCLB Albany	X					X			
MCLB Barstow			X			X				
Marine Corps Air Stations	MCAS Iwakuni		X(W)		X(M)			X		
	MCAS Beaufort			X			X			
	MCAS Camp Pendleton			X		X				
	MCAS Cherry Point			X			X			
	MCAS Miramar			X				X		
	MCAS New River	X					X			
	MCAS Yuma			X			X			
MCAF Quantico			X		X					
Marine Corps Recruit Depots	MCRD Parris Island	X								X
	MCRD San Diego	X								X

Note: (M) = HAZMAT (W) = HAZWASTE

Chart 12.1

This chart illustrates the different management structures and IT systems employed at Marine Corps Bases and Stations for Hazardous Material (HAZMAT) and Hazardous Waste (HAZWASTE)

Section 13: Inherently Governmental Commercial Activities (IGCA)

13.1 Overview

The Deputy Commandant for Installations and Logistics directed Marine Corps Logistics Command (MARCORLOGCOM) to evaluate and recommend improvements to current retail supply functions, processes, and Supporting Establishment (SE) infrastructures relating to intermediate-level inventory management. One of the tasks associated with the study was to validate billets within the Inherently Governmental Commercial Activity (IGCA) inventory coded with function code T110.

Prior to beginning the collection and analysis of data, two important policy issues were understood and adhered to with regard to definition and coding. First, the Department of Defense *Guide to Inventory Submission* dated September 2004 defines function code T110 as “supply operations typically performed at an installation, base, or facility to include providing supplies and equipment to assigned or attached units to include all basic supply functions such as the requisition, receipt, storage, issuance, and accountability of material.”

Secondly, Headquarters Marine Corps, Manpower and Reserve Affairs (M&RA), issued late-breaking guidance in December 2005 entitled *Inherently Governmental & Commercial Activities Inventory Coding Concepts*. This guidance provided a substantial change to coding practices. Department of Defense guidance states with regard to coding “enter the function code that best describes the type of activity performed.” M&RA 2005 guidance states “functional coding is based on the business unit served not the specific billet activity, e.g., a supply technician working for a maintenance shop would be coded with that shop’s coding.” The new guidance was adhered to throughout the study having a significant impact on the original T110 numbers.

13.2 Discussion

Conduct of Study

The Business Office was the initial point of entry for data collection and validation at each site. Further coordination was made with supply subject matter experts and manpower personnel to ensure all relevant manpower information was collected and included in the study.

The baseline for the validation was the fiscal year (FY) 2004 IGCA inventory that contained 1168 T110 billets. A comparison was made between the FY 2004 IGCA inventory baseline and the actual number of T110s currently at each site. Actual numbers were determined by reviewing the local working Tables of Organization (T/Os) and interviewing manpower and supply personnel. There was very little disparity enterprise-wide between the baseline and the actual T110 population – 1168:1153. Figure 13.1 provides a pictorial representation of the T110 enterprise-wide population.

For the purpose of this study, the team did not consider unit-level supply or garrison property warehousing and accountability to be intermediate-level retail supply. However, these segments of T110 billets were addressed and documented. Twenty-two percent of the T110 population performs unit-level supply at Marine Corps units, schools, and recruiting districts. This percentage equates to 249 billets. Another 15%, or 177 billets, work within garrison property.

Two other significant factors impacted the T110 population, the first being the new guidance issued by M&RA in December. This guidance affected 229 or 20% of the T110 billets enterprise-wide. Enclosure 13.1 provides a detailed matrix by organization and T/O line number of the affected billets as well as the recommendation for new coding. The second factor was the number of T110 billets coded incorrectly – 90, or 8%, enterprise-wide. Enclosure 13.2 provides a detailed matrix by organization and T/O line number of these billets, as well as the recommendation for new coding.

Further segmentation of the T110 population includes Navy-funded and aviation supply billets which were outside the scope of this study (4%), billets performing under a Most Efficient Organization (MEO) (2%), billets lost due to MEO implementation (2%), and Reserve billets (1%). The remaining 313 billets are intermediate-level retail supply billets, representing 26% of the T110 population. This segment was further divided into inherently governmental (97), exempt (75) and reviewable for competitive sourcing (141).

There were two common issues that surfaced throughout the business enterprise – data within the IGCA inventory is not current and Table of Organization Change Requests (TOCRs) are not processed in a timely manner. The team investigated both issues. Findings are presented in the following paragraphs.

Issue #1: Data within the IGCA Inventory is not current enterprise-wide

Business managers throughout the Marine Corps had examples of IGCA inventory updates that were not incorporated in the FY04 inventory. Mr. Lonnie Sanders, Branch Head, Supporting Establishment Branch, Total Force Structure Division (TFSD), Deputy Commandant for Combat Development and Integration, indicated TFSD underwent a transitional period of approximately 18 months from February 2004 through July 2005 while phasing in their new automated system, Total Force Structure Management System (TFSMS). During that period, there was no effective tool to capture inventory updates. The force structure data was contained within the Table of Manpower Requirements (T/O data), and the equipment data was within the Logistics Management Information System (T/E data). Both databases were within the 3270 mainframe database. All data from these two systems was migrated to TFSMS during the transitional period. During the migration of the data neither system could be used for data input.

TFSMS is scheduled for fielding in fourth quarter FY06. TFSD plans to use FY05 IGCA data to upload into TFSMS effectively updating all T/Os. Subsequent annual updates will be accomplished by specified personnel at each site, eliminating the need for cumbersome spreadsheets and varied means of data collection. Timeliness and accuracy of the data is expected to improve tremendously.

Issue #2: TOCRs are not processed in a timely manner

Another issue voiced by personnel at over half the sites visited was the time between submission and approval of TOCRs. Based on statistics provided by those interviewed, the average time for TOCRs to be approved is 10 months. Mr. Sanders indicated his installation's goal for approving TOCRs is within 30 days of receipt. Unlike changes to the Marine structure on T/Os, which become effective three years out, civilian changes are normally approved as in-year changes and become effective within the same fiscal year they are submitted. However, implementation of TFSMS has had a significant impact on TOCR backlog for the last 18 months. The goal is to have the TOCR backlog eliminated by August 2006.

When TFSMS is fielded it will contain a workflow system that will allow specified personnel at each site to submit TOCRs online. TOCRs will remain within the TFSMS workflow as they are approved by those with approval authority in the chain of command until they ultimately reach TFSD. The goal for approval turnaround time will be within 30 days of input. TOCR originators will have visibility of status at all times. Even though TOCRs may be approved and become effective, official T/Os will continue to be published on a semiannual basis.

T110 Validation

The FY04 IGCA inventory contained 1168 T110 billets, all of which were reviewed. The actual number of T110 billets, 1153, was determined by reviewing working Tables of Organization (T/Os) and interviewing manpower and supply personnel. There are 562 civilian personnel and 591 military

personnel coded as T110 enterprise-wide. The T110 population is listed below by category. The same information is presented in chart form in Figure 13.1.

BILLET TYPE	NUMBER
Intermediate-Level Retail Supply	313
Unit-Level Supply	249
Table of Equipment (T/E) and Garrison Property	177
Recode Due to FY05 Guidance	229
Navy-funded Billets	16
Aviation Supply Billets	30
Reserve Billets	13
Most Efficient Organization (MEO) Billets	18
Billets Lost Due to MEO Implementation	18
Incorrectly Coded Billets	<u>90</u>
TOTAL	1,153

Table 13.1

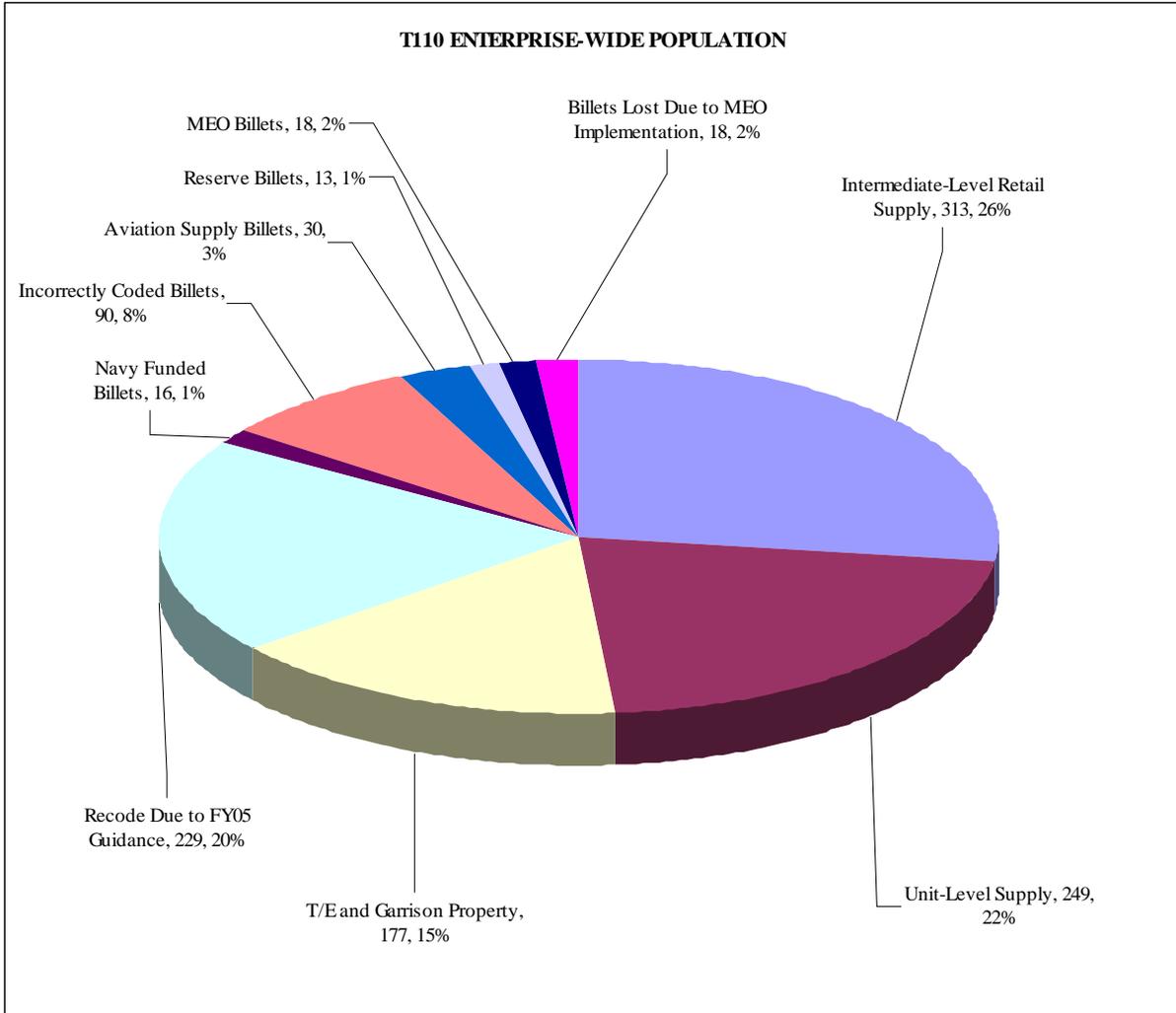


Figure 13.1: T110 Enterprise-Wide Population

Intermediate-Level Retail Supply (313): Intermediate-level retail supply billets are located primarily within consolidated supply organizations. Personnel within these billets are performing customer support, requisition, receipt, storage, issuance, and accountability of retail material. The 313 total billets are composed of 141 reviewable, 97 inherently governmental, and 75 exempt, 70 of which are Japanese Nationals. Table 13.2 that follows is a matrix showing these billets by location. Figure 13.2 is a pictorial representation of enterprise-wide intermediate-level retail supply billets segmented by criteria code categories.

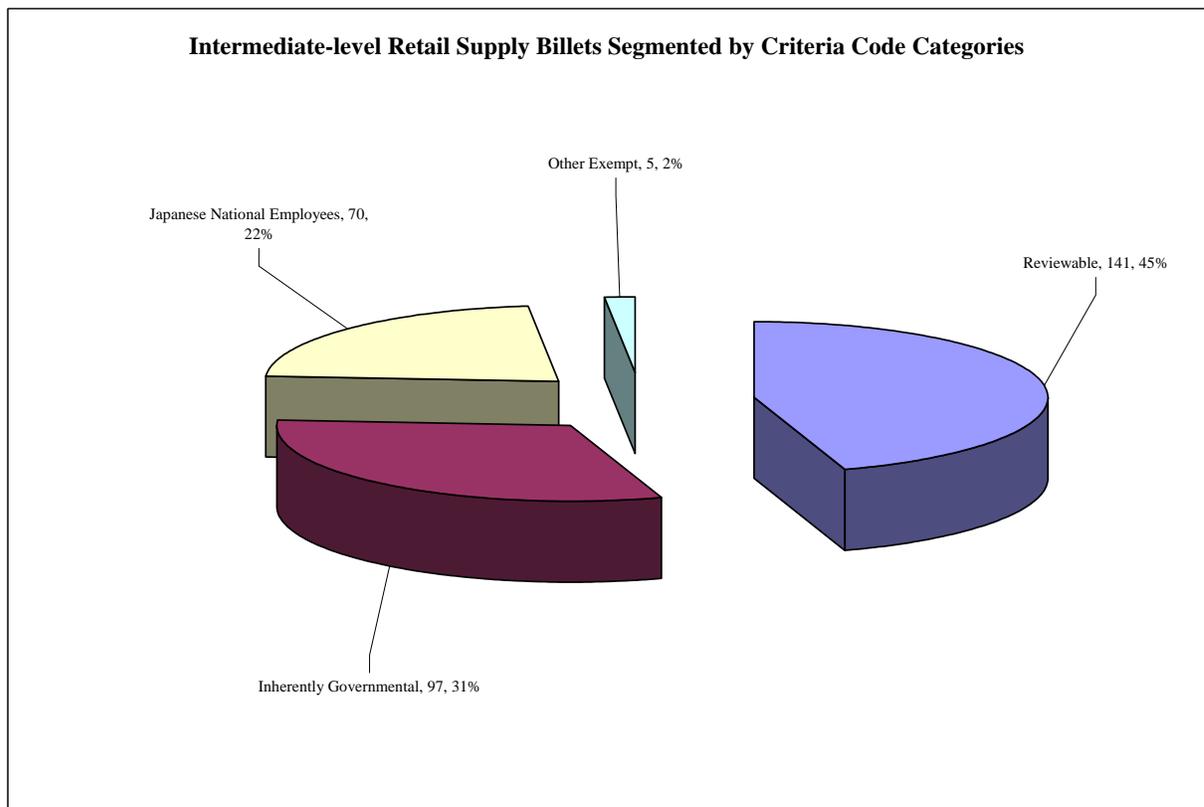


Figure 13.2: Intermediate-level Retail Supply Billets Segmented by Criteria Code Category

Location	Reviewable (P,R,W,X)	Inherently Governmental (A,E,F,I)	Japanese Nationals (L)	Other Exempt (B,D,G,H,J,K,M)
MCRD Parris Island	8	4		
MCAS Beaufort	20	2		
MCB Hawaii	5			1
MCB Camp Butler	2	56	55	
MCAS Futenma	6		3	1
MCAS Iwakuni		3	12	2
MCAS Yuma		3		
MCRD San Diego	21	1		
MCB Camp Pendleton	30	9		
MCAS Miramar		1		1
MCAGCC Twentynine Palms	11	3		
MCLB Barstow	22			
MCB Camp Lejeune		8		
MCAS New River	5	1		
MCLB Albany	11	6		
Totals	141	97	70	5

Table 13.2: Intermediate-Level Retail Supply Billets by Location

Unit-Level Supply (249): Personnel within these billets are performing unit-level supply for Marine Corps units, schools, and recruiting stations. There are 58 reviewable, 93 inherently governmental, and 98 exempt billets. Following this paragraph is Table 13.3, a matrix showing where these billets are located. Figure 13.3 is a pictorial representation of enterprise-wide unit-level supply billets segmented by criteria code categories.

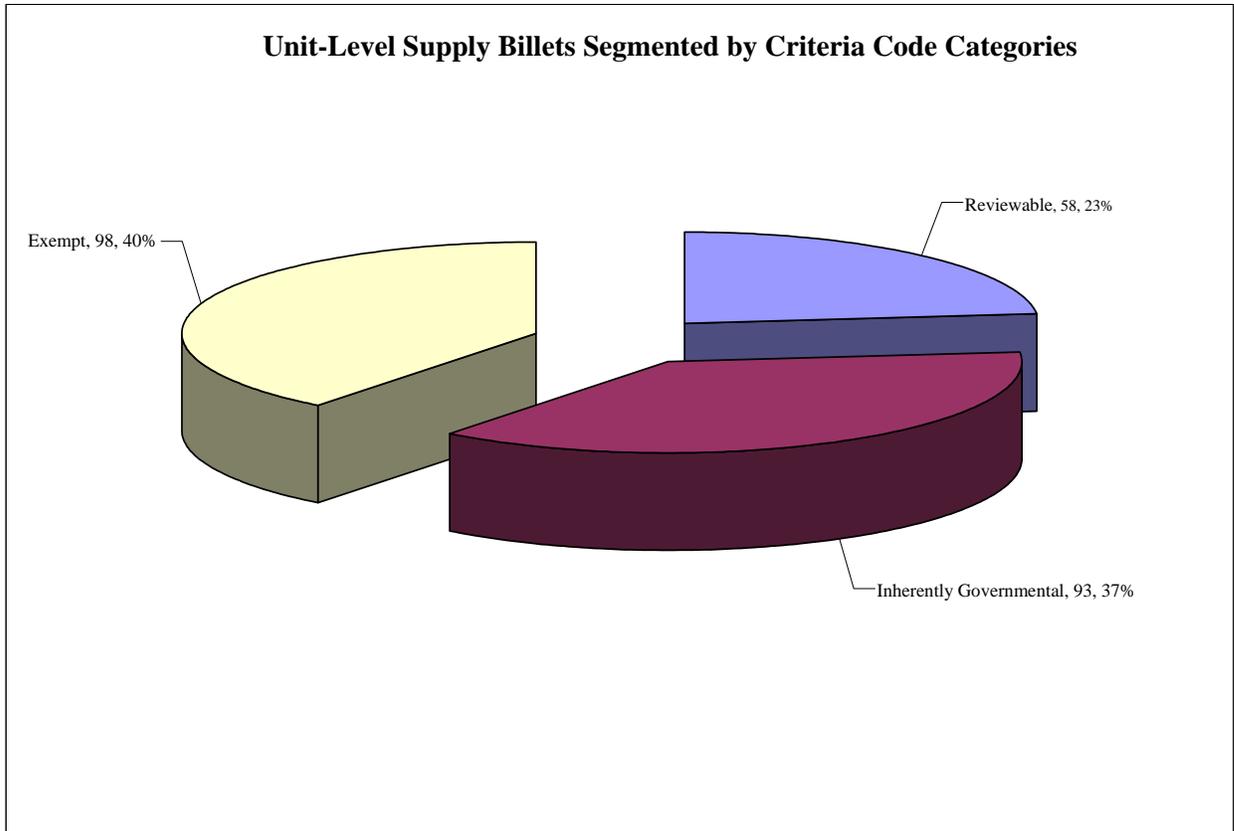


Figure 13.3: Unit-Level Supply Billets Segmented by Criteria Code Categories

Location	Reviewable (P,R,W,X)	Inherently Governmental (A, E, F, I)	Exempt (B, D, G, H, J, L, K, M)
MCRD Parris Island Weapons BN	1		
MCRD San Diego Weapons BN	19		
MCRD San Diego RTR	1	2	
MCRD San Diego 1st Recruit Training Battalion			3
8th Marine Corps District		2	19
9th Marine Corps District		2	16
12th Marine Corps District	6		16
MCB Camp Pendleton	1		
Mobilization & Training Command	7		
Security Battalion	6		
Training & Education Command		10	1
Engineer School		4	7
Assault Amphibian School		6	1
Communication/Electronics School	5	33	
Weapons & Field Training Quantico		6	
Field Medical Service School		3	
School of Infantry (Camp Pendleton)			10
School of Infantry (Camp Lejeune)		2	7
CBT School		13	
MCB Quantico Security Battalion	3	2	2
MATSG 21 (Pensacola)		1	4
MATSG Meridian			1
MATSG 23 (Lemoore)			1
MATSG 53 (Whidbey Island)			1
MAD China Lake		1	
MAD NAS Patuxent River		1	
MCAS Quantico	1		
MCTSSA Camp Pendleton		2	7
HQ CO LFTCPAC (Coronado)		2	2
MCAS Camp Pendleton	8	1	
Totals	58	93	98

Table 13.3: Unit-Level Supply Billets by Location

T/E and Garrison Property (177): Personnel within these billets are performing property warehousing and accounting of furniture. There are 130 reviewable, 9 inherently governmental and 38 exempt billets. These numbers are only representative of property billets that are currently coded as T110. Billets coded as something other than T110 were not captured during this study. Table 13.4 below is a matrix showing where these billets are located. Figure 13.4 is a pictorial representation of the enterprise-wide garrison property billets segmented by criteria code categories.

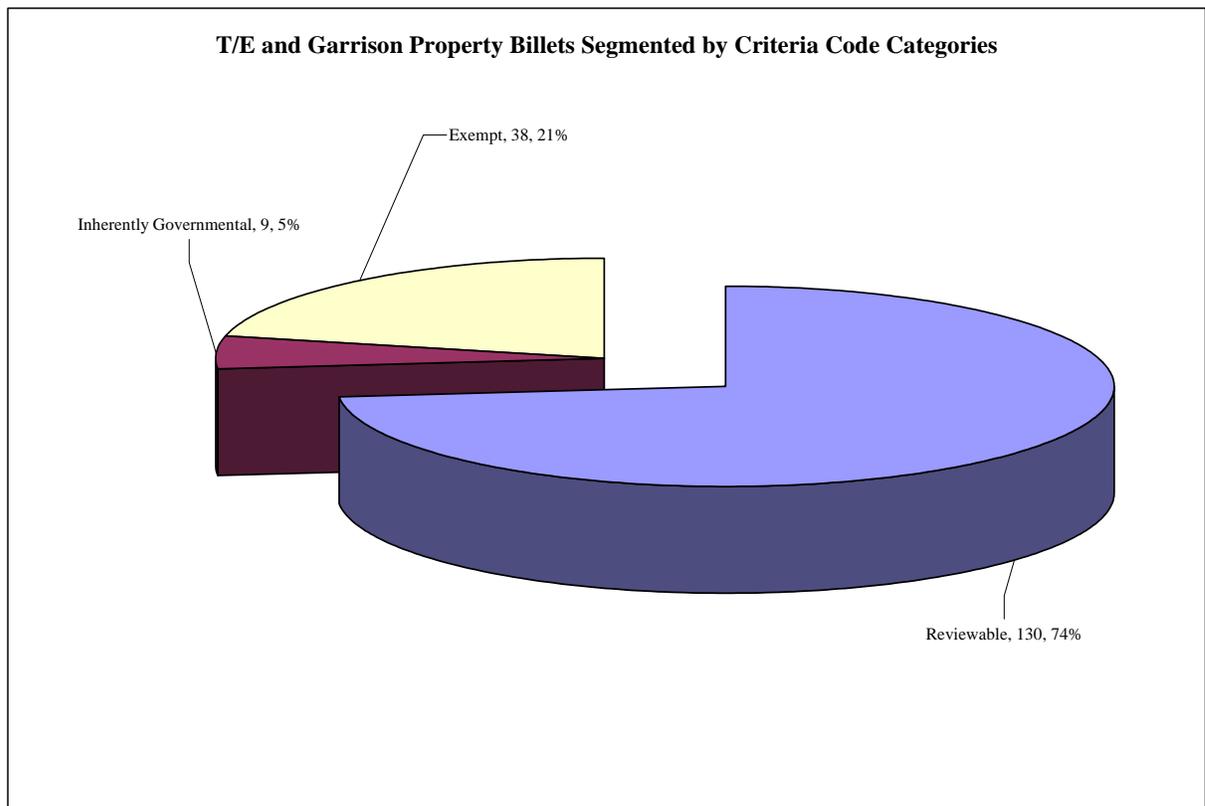


Figure 13.4: T/E and Garrison Property Billets Segmented by Criteria Code Categories

Location	Reviewable (P,R,W,X)	Inherently Governmental (A,E,F,I)	Exempt (B,D,G,H,J,K,L,M)
MCRD Parris Island	37		
MCAS Beaufort	6		
MCB Hawaii	12		
MCAS Miramar	8		
MCAGCC Twentynine Palms	19	1	1
MCAS New River	4		
MCAS Cherry Point	13	6	
MCB Quantico	12		
MCLB Albany	15	2	
MCLB Barstow	4		2
MCB Camp Butler			28
MCAS Iwakuni			7
Totals	130	9	38

Table 13.4: T/E and Garrison Property Billets by Location

The remaining T110 segments were not broken down by criteria code categories and are listed below.

The reasoning behind this decision is annotated for each T110 segment within its applicable paragraph.

Recode Due to FY05 Guidance (229): These billets provide supply support to business units within their own organization and are recommended for recoding per HQMC M&RA guidance issued in December 2005. Therefore, no further analysis was conducted with regard to criteria codes. This data is presented in Enclosure 13.1 in both matrix and chart format. The matrix shows the affected billets by location, T/O line number, and the recommended coding. The chart depicts a volume comparison of the new function codes.

Navy-funded Billets (16): These billets are funded by the Navy and are located at Marine Corps Air Station Futenma (4), Marine Corps Air Station Iwakuni (2), Marine Corps Air Station New River (1), and Marine Corps Air Station Cherry Point (9). Navy-funded billets are outside the scope of this study; therefore, no further analysis was conducted with regard to criteria codes.

Aviation Supply Billets (30): These 30 billets are located at Marine Corps Air Station Miramar (8), Marine Corps Air Station Cherry Point (7), MCAS New River (1), and Navy Inventory Control Point Aviation Supply (14). Aviation supply billets are outside the scope of this study; therefore, no further analysis was conducted with regard to criteria codes.

Reserve Billets (13): These 13 billets are located at Marine Corps Air Station Cherry Point (1), Marine Corps Air Ground Combat Center Twentynine Palms (5), and the Critical Asset Rapid Distribution Facility, a Reserve organization located aboard Marine Corps Logistics Base Albany as a tenant activity (7). Due to the small number of Reserve billets coded as T110, no further analysis was conducted with regard to criteria codes.

MEO Billets (18): These billets are currently working under an MEO and are located at Marine Corps Base Quantico (5), Camp Lejeune (5), and Marine Corps Air Station Yuma (8). Since these billets are working under a current MEO, it is evident that the activities they perform are commercial activities, therefore, no further analysis with regard to criteria codes was conducted. MEO re-competition is scheduled as follows:

MCB Camp Pendleton	FY 2010
MCAS Yuma	FY 2010
MCB Quantico	FY 2007

MEO Billets Lost Due to MEO Implementation (18): These 18 billets appear on working T/Os at Marine Corps Air Station Yuma (2), Camp Lejeune (13), and MCB Quantico (3). They were given up during MEO implementation and are no longer in effect; therefore, no further analysis with regard to criteria codes was conducted.

Incorrectly Coded Billets (90): Ninety billets were coded incorrectly and are recommended for recoding. Therefore, no further analysis was conducted with regard to criteria codes. This data is presented in Enclosure 13.2, a matrix showing the billets by location, T/O line number, and the recommended coding. Recommendations for recoding were either coordinated on-site with manpower, business office, and supply personnel, or follow-up coordination was made by the team upon returning to LOGCOM.

13.3 Observations

There was not a large disparity between the FY04 IGCA baseline and the actual number of T110s – 1168:1153. Individually, there were losses and gains at the majority of the commands; however, there was a only net loss of 15 T110 billets across the enterprise. Further segmentation of the T110 population was required to give a true picture of intermediate-level retail supply billets subject to review for competitive sourcing. The retail supply business unit consists of 313 billets. These billets are further divided into inherently governmental (97), exempt (75) and reviewable for competitive sourcing (141). The inherently governmental billets are those providing supervisory responsibilities, oversight of MEOs, or those requiring military-unique skills. The exempt billets for the most part are filled with Japanese Nationals at MCB Camp Butler and MCAS Futenma. The 141 reviewable billets are spread throughout the enterprise—MCRD Parris Island (8), MCAS Beaufort (20), MCB Hawaii (5), MCB Camp Butler (2), MCAS Futenma (6), MCRD San Diego (21), MCB Camp Pendleton (30), MCAGCC Twentynine Palms (11), MCLB Barstow (22), MCAS New River (5), and MCLB Albany (11).

Two significant factors affected the overall numbers of T110 billets. First, 229 billets have been recommended for re-coding based on the M&RA guidance issued in December 2005 with regard to coding. For the most part, these billets are within the depot maintenance community at Maintenance Centers in Barstow, California, and Albany, Georgia, and within munitions warehousing and repair at MCAS Cherry Point. Secondly, 90 billets were determined to be coded incorrectly. Twenty-five of these billets were located within the Fleet Support Divisions in Barstow, California, and Albany, Georgia. Recoding resulted from realignment of personnel within the Direct Support Stock Control centers to Base Albany and Base Barstow during the regionalization effort. The other billets were spread throughout the enterprise with no apparent trend.

13.4 Conclusions

First, based on the low number of reviewable intermediate-level retail supply billets (141) spread across the entire support establishment, an A-76 competition for retail supply would not yield measurable efficiencies. Larger scale efficiencies may be realized by instituting a common solution for DSSC/Servmart operations on a regional basis. Any A-76 initiative within the intermediate-level supply community would impede the implementation of the optimized solutions addressed within this study. ISS 360 recommends that intermediate-level retail supply be taken off the table for an A-76 competition in FY07.

Secondly, in order to ensure accurate data to support future business decisions regarding A-76 recommendations, the team recommends that phase two of this study evaluate the functionality and effectiveness of the Total Force Structure Management System once fielded. Ideally, representatives from installation business and manpower offices and representatives from Marine Corps installation regional offices should be included in the evaluation process. The importance of an effective tool that ensures accuracy within the IGCA inventory cannot be stressed enough given the fact that high-level decisions with far-reaching effects are based on the data contained within.

Thirdly, in order to provide visibility of three highly distinctive supply functions, the team recommends that separate function codes be established for unit (consumer-level) supply, intermediate-level supply and for garrison property operations. Unit supply and garrison property billets exaggerated the T110 baseline by approximately 37%.

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
7010C Maintenance Center Barstow	2129	T110	F399	Procurement Activities
	2129A	T110	F399	
	2130	T110	F399	
	2130A	T110	F399	
	2130B	T110	F399	
	2130C	T110	F399	
	2130D	T110	F399	
	2130E	T110	F399	
	2131	T110	F399	
	2131A	T110	F399	
	2132	T110	F399	
	2133	T110	T824	Motor Transport
	2135	T110	F399	Procurement Activities
	2136	T110	F399	
	2136A	T110	F399	
	2137	T110	F399	
	2137A	T110	F399	
	2143A	T110	K999	Other Depot Repair
	2144	T110	K999	
	2144A	T110	K999	
	2144B	T110	K999	
	2144C	T110	K999	
	2144D	T110	K999	
	2144E	T110	K999	
	2144F	T110	K999	
	2145	T110	K999	
	2146	T110	K999	
	2146A	T110	K999	
	2146B	T110	K999	
	2146C	T110	K999	
	2146D	T110	K999	
	2146E	T110	K999	
	2146F	T110	K999	
	2146G	T110	K999	
	2147	T110	K999	
	2148	T110	K999	
	2149	T110	K570	Armament Repair
	2149A	T110	K535	Combat Vehicle Repair
	2149B	T110	K535	
	2149C	T110	K535	

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
7010C				
Maintenance Center				
Barstow				
	2149D	T110	K535	Combat Vehicle Repair
	2149E	T110	K535	
	2149F	T110	K535	
	2149G	T110	K535	
	2149H	T110	K535	
	2149I	T110	K535	
	2149J	T110	K535	
	2149K	T110	K535	
	2149L	T110	K535	
	2149M	T110	K535	
	2149N	T110	K535	
	2149O	T110	K535	
	2149P	T110	K535	
	2149Q	T110	K535	
	2149R	T110	K535	
	2150	T110	K535	
	2150A	T110	K535	
	2627	T110	K999	Depot Repair
	2641	T110	F399	Procurement Activities
	2705	T110	K999	Depot Repair
	2705A	T110	K999	
	2705B	T110	K999	
	2707	T110	K999	
	2707A	T110	K999	
	2707B	T110	K999	
	2707C	T110	K999	
	2707D	T110	K999	
	2707E	T110	K999	
	2707F	T110	K999	
	2707G	T110	K999	
	2711	T110	K999	
	2712	T110	K999	
	2712A	T110	K999	
	2713	T110	K999	
	2713A	T110	K999	
	2713B	T110	K999	
	2713C	T110	K999	
	2713D	T110	K999	
	2713E	T110	K999	

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
	2713F	T110	K999	
	2713G	T110	K999	Military Exchange
8340 Cherry Point	1051	T110	G013	Services
	1052	T110	G013	
	1053	T110	G013	
	1054	T110	G013	
	1055	T110	G013	
	1056	T110	G013	
	1057	T110	G013	
	1058	T110	G013	
	1061	T110	G013	
	1062	T110	G013	
	1063	T110	G013	
	1068	T110	G013	
	1706	T110	U620	Civilian Training
	2023	T110	J507	Comm/Elect Repair
	2024	T110	J507	
	2504	T110	A630	Test & Evaluation Warehousing
	3710	T110	T824	Motor Transport
	3713	T110	S430	Disposal of Hazmat
	3713A	T110	S430	
	4351	T110	J575	Storage and Maintenance of Munitions
	4352	T110	J575	
	4353	T110	J575	
	4376	T110	J575	
	4382	T110	J575	
	4383	T110	J575	
	4384	T110	J575	
	4384A	T110	J575	
	4385	T110	J575	
	4385A	T110	J575	
	4385B	T110	J575	
	4385C	T110	J575	
	4386	T110	J575	
	4386A	T110	J575	
	4388	T110	J575	
	4388A	T110	J575	
	4388B	T110	J575	
	4388C	T110	J575	
	4388D	T110	J575	
	4389	T110	J575	
	4389A	T110	J575	
	4389B	T110	J575	
	4389C	T110	J575	

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
8340	4391	T110	J575	Storage & Maintenance of Munitions
Cherry Point	4392	T110	J575	
	4393	T110	J575	
	4394	T110	J575	
	4395	T110	J575	
	4396	T110	J575	
	4397	T110	J575	
	4398	T110	J575	
	4398A	T110	J575	
	4398B	T110	J575	
	4398C	T110	J575	
	4398D	T110	J575	
	4398E	T110	J575	
	4398F	T110	J575	
	4398G	T110	J575	
	4401	T110	J575	
	4401A	T110	J575	
	4402	T110	J575	
	4404	T110	J575	
	5223	T110	Z199	Management of Real
	5224	T110	Z199	Property
	5469	T110	Z999	Repair of Real
	5469A	T110	Z999	Property
	5469B	T110	Z999	
	5842	T110	J506	Maintenance of Vehicles
	6464	T110	W210	Telephone Maintenance
	9651	T110	P119	Logistics
	9652	T110	P119	
	9653	T110	P119	
	9654	T110	P119	
	9656	T110	P119	
	9661	T110	P119	
	9657	T110	P119	
	9658	T110	P119	
	9659	T110	P119	
7411 Quantico	1296	T110	W310	Computing Services and Database Management
	1297	T110	W310	
	1298	T110	W310	
	1299	T110	W310	
	1300	T110	W310	
	1301	T110	W310	
	1326	T110	T190	Demil of Excess
	1327	T110	T190	

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
7411				
Quantico	1328	T110	T190	Demil of Excess
	731	T110	Y570	Visual Information
	732	T110	Y570	Program Activities
	733	T110	Y570	
	734	T110	Y570	
	735	T110	Y570	
	736	T110	Y570	
	737	T110	Y570	
7010				
Maintenance Center	2618	T110	K535	Maintenance of
Albany	2619	T110	K535	Combat Vehicles
	2620	T110	K535	
	2621	T110	K999	
	2742	T110	K535	
	2743	T110	K535	
	2744	T110	K535	
5150 Henderson Hall				
	601	T110	Y210	Mgmt Headquarters Operations Planning & Control
	602	T110	Y210	
	603	T110	Y210	
	611	T110	Y210	
	612	T110	Y210	
	613	T110	Y210	
	614	T110	Y210	
	614A	T110	Y210	
	617	T110	Y210	
	617A	T110	Y210	
	617B	T110	Y210	
	618	T110	Y210	
	619	T110	Y210	
	621	T110	Y210	
	641	T110	Y210	
	642	T110	Y210	
	643	T110	Y210	
	644	T110	Y210	
	645	T110	Y210	

**Volume Comparison of New Function Codes
Based on FY05 New Guidance**

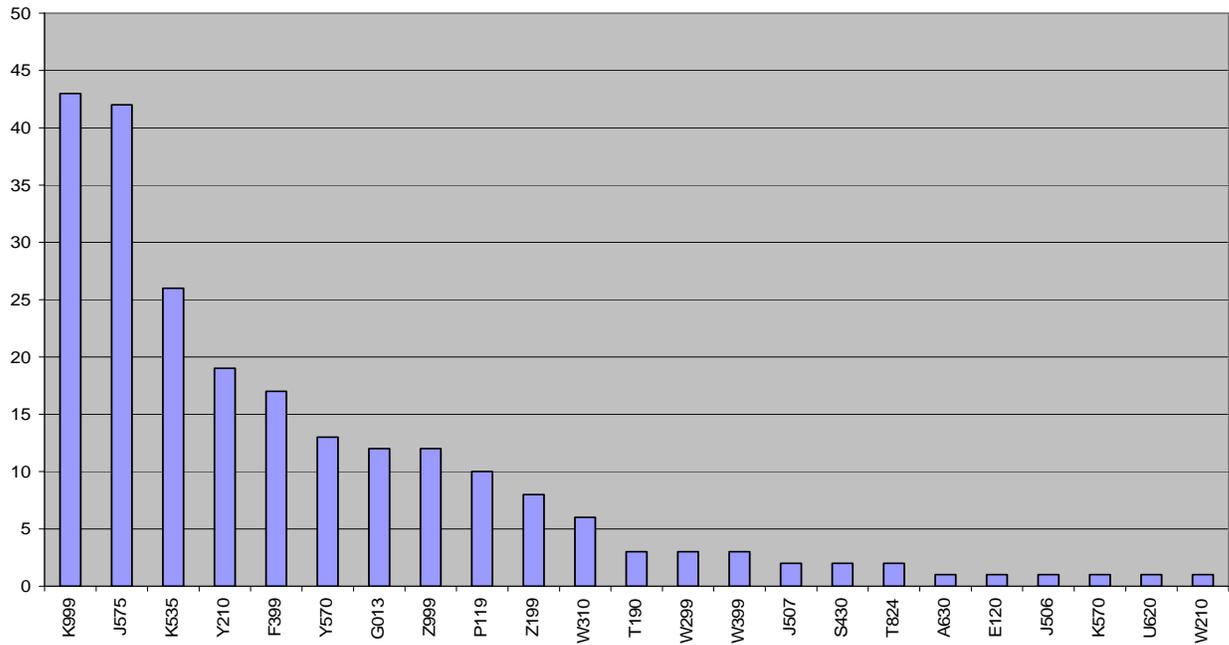


Figure 13.5 Volume Comparison of New Function Codes

K999	Depot Repair and Maintenance of Other Equipment	43
J575	Storage and Maintenance of Munitions	42
K535	Maintenance and Repair of Combat Vehicles	26
Y210	Headquarters Operations Planning and Control	19
F399	Procurement and Contracting Activities	17
Y570	Visual Information Program Activities	13
G013	Military Exchange Services	12
Z999	Real Property Maintenance and Repair	12
P119	Logistics Activities	10
Z199	Real Property Project Management	8
W310	Computing Services and Database Management	6
T190	Demilitarization of Excess Material	3
W299	Communications Service	3
W399	Computing Services	3
J507	Communications and Electronic Repair	2
S430	Collection and Disposal of Hazardous Material	2
T824	Motor Vehicle Transportation Services	2
A630	Management and Support to Test and Evaluation	1
E120	Environmental and Natural Resource Services	1
J506	Maintenance and Repair of Non-combat Vehicles	1
K570	Maintenance and Repair of Armament and Ordnance	1
U620	Civilian Training, Education and Development	1
W210	Telephone Systems	1

INCORRECTLY CODED BILLETS
(90 Billets)

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
7010C				
MCLB Barstow	314	T110	Z999	Facilities Maintenance
	346	T110	Z999	
	346A	T110	Z999	
	346B	T110	Z999	
Fleet Support Division Barstow	1428	T110	T824	Motor Transport
	1458	T110	T130	Storage & Warehousing
	1467B	T110	T130	
	1475B	T110	T130	
	1475C	T110	T130	
	1475D	T110	T130	
	1475G	T110	T130	
	1480	T110	T130	
	1482C	T110	T130	
	1482D	T110	T130	
	1482E	T110	T130	
7520				
Camp Lejeune	404	T110	U300	Skill Training
	405	T110	U300	
	406	T110	U300	
8340				
MCAS New River	1133	T110	G060	Family Center Services
	5512	T110	B830	Military Personnel Ops
	5548	T110	Y840	Records Management
5055A				
MARCORSYSCOM	3262	T110	T101	Management Headquarters Supply

Enclosure 13.2: Incorrectly Coded Billets

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
8340 MCAS Cherry Point	1008	T110	G055	Morale, Welfare & Recreation
	3642	T110	T120	Wholesale Supply Operations
	3642A	T110	T120	
	3642B	T110	T120	
	3642C	T110	T120	
	3643	T110	T120	
	3644	T110	T120	
	3645	T110	T120	
	3645A	T110	T120	
	3646	T110	T120	
	3646A	T110	T120	
	3646B	T110	T120	
	3649	T110	T120	
	3701	T110	T120	
	3705	T110	T120	
	3705A	T110	T120	
	3712	T110	T130	Storage & Warehousing
	3713B	T110	T130	
	3713C	T110	T130	
	3713D	T110	T130	
7411 MCB Quantico	1241	T110	T101	Management Headquarters Supply
	1242	T110	T101	
	1244	T110	Y820	Administrative Management
	1245	T110	Y820	
	1246	T110	Y820	
	1256	T110	T180	Military Clothing
	1257	T110	T180	
	1258	T110	T180	
	1260	T110	T180	
	1261	T110	T180	
	1262	T110	T180	
	1263	T110	T180	
	1264	T110	T180	
	1265	T110	T180	
	1283	T110	C400	Budget Support
	909	T110	T177	Food Service
	916	T110	T177	
	917	T110	T177	
	926	T110	T177	

T/O and Command	T/O Line #	Old Function Code	New Function Code	New Function Description
7411				
MCB Quantico	931	T110	T177	
	932	T110	T177	
	933	T110	T177	
	934	T110	T177	
	6126	T110	G050	Community & Family Services
	6130	T110	G050	
7010				
MARCORLOGCOM	2227	T110	T130	Storage and Warehousing
	2241	T110	T120	Wholesale Supply Ops
	2248	T110	T120	
	2249	T110	T120	
	2250	T110	T120	
	2251	T110	T120	
	2252	T110	T120	
	2253	T110	T120	
	2258	T110	T120	
	2259	T110	T120	
	2260	T110	T120	
	2261	T110	T120	
	1801	T110	T130	Wholesale Supply Ops
	1816	T110	T130	
8322				
MCAS Futenma	3112	T110	T177	Food Service
8361				
MCAS Yuma	2981	T110	F320	Contract Administration
	2982	T110	F320	
	2983	T110	F320	
	2984	T110	F320	
	2985	T110	F320	
7711				
MCAGCC Twentynine Palms	83	T110	Y525	Protocol Operations
7711B				
MCAGCC Twentynine Palms ESD	56	T110	J410	Organization & Intermediate Repair Management
	240	T110	T165	Distribution of POL

Volume Comparison of Incorrectly Coded Function Codes

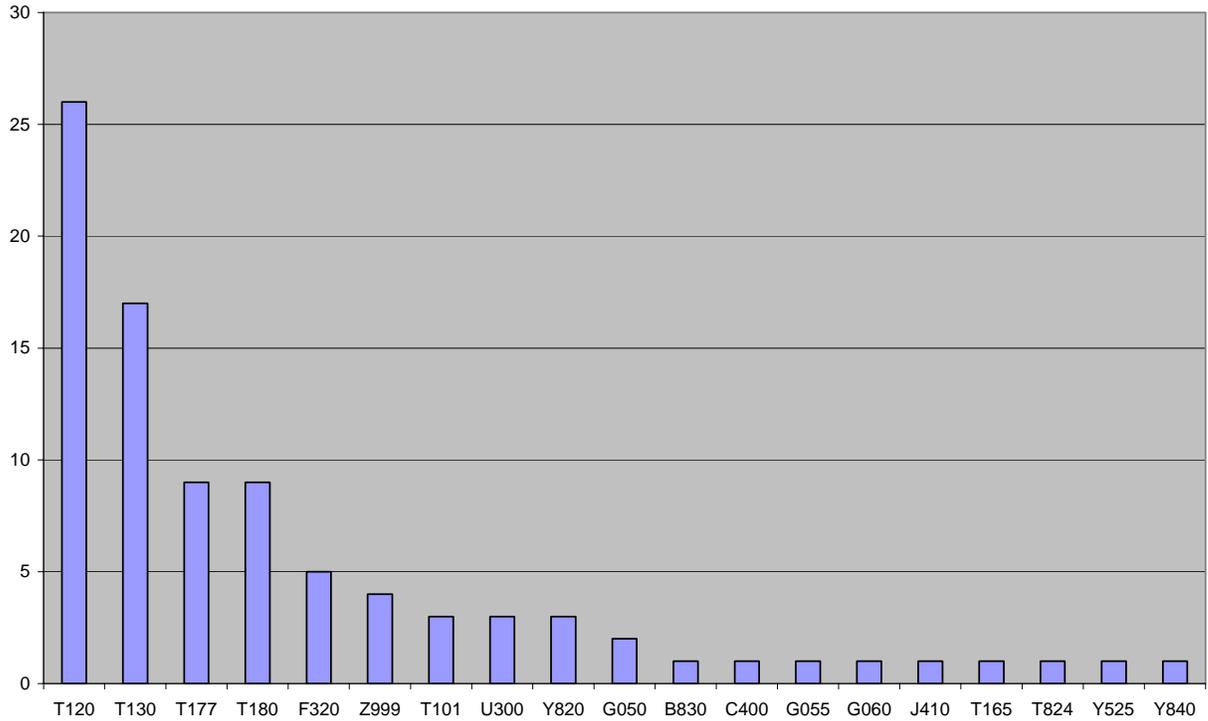


Figure 13.6: Volume Comparison of Incorrectly Coded Function Codes

T120	Wholesale/Depot Supply Operations	26
T130	Storage and Warehousing	17
T177	Food Supply	9
T180	Military Clothing	9
F320	Contract Administration and Operations	5
Z999	Maintenance and Repair of Real Property	4
T101	Management Headquarters Supply	3
U300	Specialized Skills Training	3
Y820	Administrative Management and Correspondence Service	3
G050	Community and Family Services	2
B830	Military Personnel Operations	1
C400	Budget Support	1
G055	Morale, Welfare, and Recreation Services	1
G060	Family Center Services	1
J410	Organizational and Intermediate Repair	1
T165	Distribution of POL	1
T824	Motor Vehicle Transportation Services	1
Y525	Protocol Operations	1
Y840	Directives and Records Management	1

Section 15: Recommendations

15.1 Introduction

The ISS 360 Team was tasked to baseline the intermediate-level supply functions, processes and infrastructures in garrison as they occur across the Marine Corps enterprise and validate T110 retail supply billets as documented in the FY 2004 Annual Inventory of Inherently Governmental Commercial Activities (IGCA). In addition, the team was asked to identify best business practices, highlighting logistical trends disclosed during the course of the study.

15.2 Overview

The recommendations made by the team are oriented to address the study objectives put forth above. They are based on site visits made to 18 Marine Corps bases and air stations throughout the United States and Japan, reviews of intermediate-supply processes performed within each class of supply and function, individual observations, and the identification of trends.

Recommendations appear in priority sequence based on the opinion of the ISS 360 Team. They are listed according to their potential ability to support the operating forces and their ability to enhance judicial use of both the personnel and financial resources of the Marine Corps. They encourage standardization as a means to improve efficiency and effectiveness and enhance customer service. Recommendations are also provided where best business solutions were discovered and evaluated and where relevant within the individual installation sections.

Recommendations that are specific to individual installations can be found within the installation sections of this report.

15.3 Class VI – DSSC/Servmart Operations

Based on the on-site interviews, process mapping, and the subsequent analysis, DSSC/Servmart functions are a prime opportunity for exploration of an enterprise solution for the continental United States and Hawaii customers.

We recommend the development of a Phase II study to explore an enterprise solution for DSSC/Servmart.

Phase II actions include:

- Evaluate the use of a primary contractor to own, manage, and operate all self-service stores. An enterprise solution would leverage the Marine Corps' buying power and increase the range and depth of self-service type items carried to meet customer demand and alleviate the need for in-town commercial shopping. The study should include store locations, infrastructure, and store layouts.
 - The achievement of standardization would allow for the free exchange of ideas and information and, in turn, would ultimately result in more cost-effective utilization of scarce resources.
 - Standardized guidance, when published, would ensure that modernization teams would have a logical starting point from which to craft analyses and recommend process improvements. The individual installation commanders would be relieved of the burden of establishing local solutions and managing the self-help stores.
 - The selection of an enterprise solution should reduce operational costs and allow for standardized training. The cumulative result will be improved customer support.

- Conduct a separate study to assess the viability of establishing the enterprise self-service store for MCB Camp Butler, Okinawa, and mainland Japan based commands (to be done only after the successful implementation of the CONUS and Hawaii sites).
- Conduct an in-depth study of government credit card purchases to ensure the Marine Corps is getting the best value for purchases of this type.

15.4 Hazardous Material Management

The current state of HAZMAT management within the supporting establishment warrants priority attention.

We recommend that a subsequent phase of the Intermediate-Level Supply Chain Management Study be conducted to determine optimal regional Marine Corps solutions for HAZMAT management, which would employ standardized processes and allow for efficient and effective cradle-to-grave management.

The development of an enterprise solution for hazardous material management may not be feasible due to the complex and diverse local, state, federal and foreign environmental protection laws and regulations governing the management of hazardous materials. Based on our findings, a regional solution may yield more benefits than an enterprise solution since regional laws and regulations for hazardous material management are more aligned regionally than on the national level. Also, a regional solution implementation could capitalize on the recent Marine Corps Regional Command structure and will offer a standard solution for installations already working together. A Phase II effort must

- Identify the major laws and regulations that must form the framework for HAZMAT management and processes at each installation

- Identify unique differences that may exist between the regulatory requirements of the United States and Japan, including differences among Japanese prefectures where Marine installations are located
- Produce a matrix that allows visibility of regulatory requirements for each installation, reflecting where they are aligned or unique
- Conduct a review of existing Marine Corps HAZMAT management directives and determine if they conflict in any way with current regulatory requirements
- Conduct an in-depth review of IT systems in use by installations to determine their ability to satisfy requirements as set forth within the developed matrix
- Review current contractor HAZMAT management functions aboard installations
- Develop an implementation plan for identified solutions

15.5 Inherently Governmental Commercial Activities (IGCA)

Based on the low number of reviewable intermediate-level retail supply billets (141) spread across the entire support establishment, an A-76 competition for retail supply would not yield measurable efficiencies. In addition, A-76 initiatives within the intermediate supply community would impede the implementation of optimized solutions for intermediate supply support functions addressed within the recommendations section of this study. The majority of these 141 billets work within the DSSC/Servmart operations and are spread throughout the entire supporting establishment. Larger-scale efficiencies may be realized by instituting a common solution for DSSC/Servmart operations on a regional basis.

We recommend that retail supply be taken off the table for an A-76 competition in FY07.

Data gathered and findings made by the team with regard to T110 billets resulted in several overarching recommendations.

We recommend that Phase II of this study evaluate the functionality and effectiveness of the Total Force Structure Management System once fielded in order to ensure accurate data to support future business decisions regarding A-76 recommendations.

Ideally, representatives from installation business and manpower offices and representatives from Marine Corps installation regional offices should be included in the evaluation process. The importance of an effective tool that ensures accuracy within the IGCA inventory cannot be stressed enough given that high-level decisions with far-reaching effects are based on the data contained within.

We recommend that separate function codes be established for unit (consumer-level) supply, intermediate-level supply, and property operations.

Even though unit supply and garrison property operations are coded as T110, these personnel are not performing intermediate-level retail supply. It appears that function code T110 became the “catch all” function code for any type of supply being performed. Therefore, the T110 baseline was exaggerated to begin with by approximately 37%.

15.7 Class III – Petroleum, Oils, and Lubricants

The optimization of bulk fuel operations with DESC owning stocks and operating fuel farms through their own contractor represents the best business practice for the Marine Corps. Where optimization is achieved, the Marine Corps benefits in two ways:

- DESC capitalization of stocks provides an immediate return of funds to installations, and fuel ownership of future inventories by DESC enhances Marine Corps' cash flow by delaying funds expenditures until fuel is dispensed.
- DESC management of fuel farms eliminates the need to employ civilians and Marines (except on installations designated as Bulk Fuel Training Facilities) to operate fuel farms, generating cost savings through reductions.

While there is a current movement to optimize bulk fuel operations, it appears to be based on individual installation initiatives with DESC instead of regional or Marine Corps-wide efforts. However, individual contracting initiatives may be inhibiting the Marine Corps from realizing its best cost opportunity by not leveraging its purchasing power on a service wide level.

A Marine Corps contracting initiative with DESC would accelerate the movement towards enterprise-wide optimization of bulk fuel operations and generate savings previously addressed. Additional savings could potentially be generated during a service-level contracting initiative if DESC was offered total management and operational responsibility for all Marine Corps fuel farms.

We recommend that the Marine Corps conduct an analysis of existing contracts and ongoing negotiations between DESC and Marine Corps installations.

The goal of this analysis would be to determine the feasibility of achieving optimization in bulk fuel management by developing an enterprise-wide solution that would allow for DESC ownership of bulk fuel stocks and fuel farm operations, while still providing for operational training for Marines at designated sites.

15.8 Class I - Subsistence

We recommend that a follow-on review be conducted of mess hall management.

The review, among other factors, should include an analysis of the total cost to the Marine Corps of outsourcing food service, as compared to the benefits of freeing Marines (Food Service MOS) to transition to other critical Marine Corps billets.

15.9 Class II – Clothing and Equipment

Consolidated Issue Facilities (CIFs) and Consolidated Storage Facilities (CSFs)

We recommend that a follow on review be conducted to integrate inventory data currently resident within contractor systems employed for CIF/CSF management with a Marine Corps data base, such as the Marine Corps Equipment Readiness Information Tool (MERIT).

This would allow for internal global visibility of Individual Combat Clothing and Equipment (ICCE) and Chemical, Biological, Radiological and Nuclear (CBRN) Defense equipment.

Establishing a CIF at all installations would be neither practical nor economically beneficial; however, we recommend establishing a CIF at MCB Quantico.

Although a CIF supporting MCB Quantico was not included in the initial contract, our team found the requirement to support assigned military personnel at MCB Quantico, MCAF Quantico, and The Basic School warrants the need for this function.

Cash Sales Operations

The sale of military clothing within the Exchange System has worked well for the Marine Corps, saving considerable funds previously committed to inventory management. However, the one quarter cost sales available through Cash Sale Stores in MCB Quantico and MCRD San Diego not only provide an opportunity for our Training Commands to recover a portion of uniform costs for the Marine Corps, but provides a service to Marines.

We recommend retention of one quarter sales operations at these two installations and expansion of this function to MCRD Parris Island.

15.10 Class VIII – Medical Logistics Company – Medical Blocks

The lack of a functioning standardized IT system for replenishment, inventory management, and storage may inhibit the effective management of Class VIII supplies.

We recommend that the Marine Corps and Navy conduct a collaborative analysis to determine the impact on MEDLOG support, assigned Marine Corps/Navy personnel, and program costs that may be associated with the lack of standardized IT systems support.

15.11 Class V(w) – Ground Ammunition

We recommend that the PM Ammunition, MARCORSYSCOM, explore interfacing the two IT systems in use for ammunition management, to preclude the necessity for manual intervention by the reporting units.

Appendix A – Glossary of Terms

The following definitions of terms used in this study are included to enhance the understanding of its contents:

Accountability The obligation imposed by law or lawful order or regulation of an officer or other individual for keeping accurate records of property, documents, or funds. The individual having this obligation may or may not have actual possession of the property, documents, or funds. Accountability is concerned primarily with records, while responsibility is concerned primarily with custody, care, and safekeeping.

Actual Allowance A quantity of materiel authorized to be held by a unit or activity. Actual allowances are listed in the T/O&E of LMIS.

Advanced Traceability and Control (ATAC) ATAC is a system that provides simplification of the retrograde process, traceability/accountability/visibility, centralized retrograde processing Hubs, satellite receiving Nodes, signature control and pick-up service.

Allowance A quantity of materiel authorized for an activity or unit and validated by MCCDC to accomplish their mission.

Assembly A group of two or more physically connected or related parts which are capable of disassembly, e.g., carburetor, power pack, or amplifier. The assembly is normally removed and then replaced with another assembly (consisting of accessories and components that perform a specific functional operation).

Asset Knowledge Item visibility of assets on a quantitative basis within a level of inventory or a supply distribution system, to include stock on hand, due in and due out, geographic location, condition, and purpose.

Authorized Medical Allowance List (AMAL) Marine Corps medical supply requirements based on identified medical tasks required to treat patients with specific injuries and illnesses and determining the supplies and equipment required to perform each task.

Automated Manifest System – Tactical (AMS-TAC) A state-of-the-art hardware system that generates a compact shipping manifest written on a RFID tag and includes a database management system for tracking purposes (feeds the ITV web site).

Average Customer Wait Time The average time, in days, required to satisfy customer demands, whether or not the demand was for a stocked or non-stocked item or the demand was satisfied from stock on hand at the supply activity.

Backorder Item is back ordered against a due-in to stock.

Battle Command Sustainment Support System (BCS3) The BCS3 supports the war fighting C2 and battle management process by rapidly processing large volumes of logistical, personnel and medical information. The BCS3 will facilitate quicker, more accurate decision making by providing a more effective means for force-level commanders and CSS commanders to determine the sustainability and supportability of current and planned operations.

Bill of Materiel (BOM) The method by which materiel is listed and procured for a scheduled maintenance project. The appropriate issue point will receive and maintain, in segregated stock, the

BOM items until such time as the maintenance shop is ready to begin the applicable project, at which time the BOM is issued in its entirety.

Centralized Equipment Management Team (CEMT) This program centrally manages and controls all CSF inventory, providing total asset visibility and sharing info from cradle to grave.

Classified Items Materiel that requires protection in the interest of national security.

Collateral Equipment The range and depth of items functionally related to and supporting an end item. Items not considered collateral equipment are repair/spare parts and components. Also referred to as collateral materiel.

Combat Essentiality/Criticality Codes Those items whose failure in the end item will render it inoperative or reduce its effectiveness below the optimum level of efficiency.

Commercial Activity A recurring service that could be performed by the private sector.

Commitment A firm administrative reservation of funds, based upon firm procurement directives, orders, requisitions, or requests, which authorizes the creation of an obligation without further recourse to the official responsible for certifying the availability of funds.

Consumable An onetime use item.

Consumable Supplies An item of supply (except explosive ordnance, major end items of equipment, and reparable) that is normally expended or used up beyond recovery in the use for which it is designed or intended. Consumable supplies are generally expended upon issue.

Consumer-Level of Inventory An inventory, usually of limited range and depth, held by the final element in an established supply distribution system for the sole purpose of internal consumption.

Contingency Retention Stock That portion of the quantity of an item excess to the approved force retention stock (AFRS) for which there is no predictable demand or quantifiable requirement, and which normally would be allocated as potential DOD excess stock, except for a determination that the quantity will be retained for possible contingencies.

Contractor Support Activity A contractor activity providing supply support according to a component contractual arrangement.

Controlled Item Any item over which proper authority exercises close supervision of distribution to individual units or commands because the item is scarce, costly, or of a highly technical or hazardous nature. In the Marine Corps, "controlled item" is a term frequently used to describe regulated items.

Controlled Substance A substance that has a high potential for abuse, as classified by the Controlled Substance Act of 1970.

Critical Low Density (CLD) A subset of regulated/controlled items requiring special management attention due to extremely low density and complexity or high operational availability requirements.

Cross Support The application of secondary items to more than one assembly, component, end item, or principal item. Also, the function of one DOD component in support of another (reimbursable support).

Daily Summary Transaction Reporting Daily reporting to the ICP of supply transactions affecting the demand base or stock status of individual item(s).

Defense Medical Logistics Support System (DMLSS) The DMLSS automated information system implements a Tri-Service suite of systems/applications that standardizes medical logistics among the Services, reduces the time providers and health care professionals spend on logistics activities, and improve the effectiveness and efficiency of health care delivery.

Demand An indication of a requirement (such as requisition, request, issue, and reparable generation) for issue of serviceable materiel. Demands are categorized as either recurring or nonrecurring.

Demand Development Period The period of time extending from the date of the preliminary operational capability to a point in time when spare and repair parts requirements can be forecast based on actual demands using statistically valid methods.

Demand-Supported Item Applied to a specific location or retail inventory (either intermediate or consumer), a demand-supported item is one on which the decision to stock, not to stock, or continue stockage is based upon actual demands previously recorded at or transferred to that particular activity or location. The transfer of actual demand data is applicable when operating units are transferred from one location to another or equipment is location. The transfer of actual demand data is applicable when operating units are transferred from one location to another or equipment is actually transferred. Averaging or calculation of demands for similar equipment or organizations to establish stockage criteria does not qualify for identification as a demand-supported item. However, in forecasting, experienced demand may be factored by program data.

Demilitarize. The act of destroying the offensive or defensive characteristics inherent in certain types of equipment and material including mutilation, scrapping, burning, washout, steam-out, incineration, or alteration designed to prevent further use for its originally intended military or lethal purpose.

Demilitarization of a munitions item may include recycling, reuse, renovation, inserting, destruction, or treatment of munitions items or components.

Deployed Support Generator Package A computer model used to formulate stock levels in support of a MAGTF.

Depot-Level Repairables (DLR) Items whose disposition, recoverability, and disposal rest with the fifth echelon maintenance facility. DLRs can be principal items, end items, components, assemblies, and/or subassemblies. Those items with SMR Code D or L are DLR items.

Disposal The act of ridding a supply activity of excess, surplus, scraps, or salvage property under proper authority. Disposal may be accomplished by, but not limited to, transfer, donation, sale, declaration, abandonment, or destruction.

Economic Retention Stock That portion of the quantity of an item excess to the AFRS which has been determined to be more economical to retain for future peacetime issues in lieu of replacement of future issues by procurement. To warrant economic retention, items must have a reasonably predictable demand rate.

Electronic Retrograde Management System (eRMS) A stand-alone IT system that is used by ATAC for reporting the evacuation of carcasses.

End Item A final combination of end products, component parts, or materials that is ready for its intended use, e.g., ship, tank, mobile machine shop, and aircraft.

Equipment Allowance File (EAF) A file generated within the LMIS and provided monthly on computer to the SMU. The EAF when combined with the TLF provides authorized allowance levels by T/E for asset management.

Excess Stock The quantity of an item in a military service which exceeds the service retention limit for the item and is subject to utilization screening, reclamation, demilitarization, or any other appropriate disposal action.

Expendable Supplies All consumables and repair parts, regardless of price, and other items of supply not defined as nonexpendable property. When issued to end use, expendable supplies and materiel are normally dropped from the accounting records, e.g., balance files.

Field Level Repairables (FLR) Items whose disposition, recoverability, and disposal rest with echelons of maintenance below fifth echelon. FLR's can be end items, components, assemblies, and/or subassemblies. SMR Codes O, F, and H designate items as FLR.

Financial Liability The statutory obligation of an individual to reimburse the Government for loss, damage, or destruction of Government property arising from that individual's negligence.

Fixed Level A designation of items by assignment of certain types of requirement codes prohibiting recalculation of RO/ROP during item review.

Force/Activity Designator (FAD) The Force/Activity Designator is an integral part of the Uniform Materiel Movement and Priority System (UMMIPS). The FAD is a Roman numeral (I to V) assigned by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or a DOD component to indicate the relative mission essentiality of a unit, organization, installation, project, or program.

Force Logistics System (FLS) The internal system requisition management system used by the Raytheon Services representatives. FLS is networked with SASSY at LOGCOM.

Fuels Manager 2000 Managing storage and distribution is aided with a computerized program, Fuels Manager 2000 Inventory Management Automated Tank Gauging (ATG) incorporated into the Fuels Automated System (FAS). The program automatically measures storage tank volume and analyzes inventory, prompting replenishment orders accordingly.

General Account The stock control section for the intermediate-level of inventory at the SMU primarily responsible for the management of consumable assets.

Gross Availability The percent of total demands received (includes both stocked and non-stocked items) that are satisfied from stock on hand at the supply activity.

Hazardous Inventory Control System (HICS) This system provides for the systematic, positive control and issue of hazardous material.

Hazardous Materiel (HAZMAT) An item of supply consisting of materiel that because of its quantity, concentration, or physical, chemical, or infectious characteristics, may either cause or significantly contribute to an increase in mortality or an increase in serious, irreversible, or incapacitating reversible illness; or pose a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, disposed of, or otherwise managed.

Hazardous Material Management System (HMMS) Controls and records the issue of hazardous materials, limits the issues to authorized persons, contains computerized Material Safety Data Sheets (MSDS) data and generates hazardous material labels for materials issued. It allows reporting for actual amounts of hazardous materials based on constituent makeup of substances.

Hazardous Substance Management System (HSMS) HSMS is a Windows-compliant, menu-driven, Relational Data Base Management System (RDBMS) application. It is designed to provide an accurate means of authorizing, ordering, receiving, distributing, and accounting for hazardous materials and their component chemicals, as well as the accumulation and disposition of hazardous wastes at one or more installations or bases.

Inherently Governmental/Commercial Activities (IG/CA) Annual IG/CA Inventory serves as the data set for responding to various reporting requirements including, but not limited to, the Federal Activities Inventory Reform (FAIR) Act and the Annual Report to Congress (commonly referred to as the Commercial Activities Report).

Initial Issue Provisioning A subset of initial provisioning that includes the range and quantity of secondary items required for initial operating stock and PWRMR held out of stores.

Initial Provisioning The process that establishes the range and quantity of initial support items required to support an end item for that period of time which extends from placing the end item in service until full responsibility for support can be assumed by the supply system through routine replenishment.

Insurance Items Those items which have no computed demand and are stocked on the basis of predetermined specific quantities. Insurance items may be required only intermittently or occasionally and are stocked because of the essentiality or PLT of the item. The term includes those items for which no failure is predicted through normal usage but, if failure is experienced or loss occurs through accident, lack of a replacement item would seriously hamper the operational capability of a weapon, weapons system, principal item, or CLD item.

Intermediate-Level Inventory An inventory, regardless of funding source, that is required between the consumer- and wholesale-levels of inventory for support of a defined geographic area or for tailored support of specific consumer organizations or activities.

Intermediate Maintenance Activity That activity which performs maintenance in direct support of using units. Its functions normally include calibration, repair, or replacement of damaged or unserviceable parts, components, or assemblies and providing technical assistance to using organizations.

In-transit Asset Visibility (ITV) Web application with the ability to track the status of supplies needed for the mission. By combining information transmitted from satellites and radio identification devices, the Marine Corps is recreating the way it handles logistics.

Investigation Means of determining the facts related to loss, damage, or destruction of Government property; determining the present condition of such property; receiving recommendations as to disposition, retention, and further accountability for such property; and/or determining the responsibility for loss, damage, or destruction of Government property.

Issue Point (IP) Optional consumer-level inventories primarily limited to Purpose Code A consumable item stocks under the operational control of the appropriate CSSE (normally the SMU).

Javits-Wagner-O'Day Program (JWOD) In 1938, Congress created the Wagner-O'Day Act to enable agencies serving people who were blind to sell products to the federal government.

Last Known Holder The last activity to have received a requisition as determined from the latest status received.

Last Tactical Mile The Marine Corps aims to increase awareness and data connectivity down to the “last tactical mile.”

Level of Supply The quantity of materiel authorized or directed to be on hand at a distribution point in order to meet the replenishment issue demands of the units and activities based thereon for supply. The level of supply is made up of the OL and SL.

Liability The state of being responsible or answerable to loss, damage, or destruction of Government property.

Limited Technical Inspection (LTI) A maintenance inspection directed to determine the level and extent of maintenance required to restore equipment to a specified condition.

Location Audit Program Consists of both the location survey and the location audit reconciliation.

Location Survey A comparison of assets by lots/segments found in locations with locator records. The proper sequence requires comparing assets found in locations with locator records in order to detect assets in unrecorded locations.

Logistics Management Information System (LMIS) An HQMC-sponsored system which contains logistical data, management codes, acquisition and life-cycle information, and replacement factors for determining requirements and allowance data, both actual and projected, 5 years in the future.

Maintenance Float See "reparable issue point."

Maintenance Integrated Material Management System (MIMMS) A set of manual procedures by which the effective use of personnel, money, facilities, and materiel as applied to the maintenance of ground equipment is controlled. It is supported by an Automated Information System (AIS) which functions as a stand alone Class I system that interfaces with existing Marine Corps systems and programs.

Marine Corps Unified Materiel Management System(MUMMS) Automated information technology system used by supporting establishments to manage their intermediate-level supply transactions. This is currently being phased out.

Materiel Obligation The unfilled portion of a requisition (for a stocked or non-stocked item) that is not immediately available for issue but is recorded as a commitment for a future issue, either by direct delivery from a vendor or back-ordered from stock.

Materiel Obligation Validation (MOV) A DOD-mandated program which requires reconciliation/validation of supply source materiel obligation records with the due-in records of

requisitioning activities. The MOV assists in highlighting over age requisitions eligible for cancellation.

Materiel Returns Program (MRP) A standard automated system which facilitates the reporting of materiel excesses, processes excess responses from item managers, and provides output to parent inventory subsystems causing the generation of issue transactions and financial data.

Maximo A stand-alone Marine Corps facilities maintenance software system. This system manages the reorder point, excess item identification, and safety items identification for facilities maintenance activities.

National Industries for the Blind (NIB) The NIB mission is to enhance the opportunities for economic and personal independence of people who are blind primarily through creating, sustaining and improving employment.

National Industries for the Severely Handicapped (NISH) NISH is a national nonprofit agency whose mission is to create employment opportunities for people with severe disabilities by securing Federal contracts through the Javits-Wagner-O'Day (JWOD) Program for its network of community-based, nonprofit agencies.

Non-demand-Supported Items Applied to a specific location or retail inventory, a non-demand-supported item is one on which the decision to stock is not based upon previously recorded demands.

Non-reparable An item which, after a period of use, cannot be economically restored to a serviceable condition (usually expendable types of supplies and materiel).

No Stockage Objective An item for which there is no established RO. The item has been subjected to the stockage computation process and inventory or usage data may be present; however, the establishment of an RO is not warranted, e.g., it does not meet stockage criteria requirements.

Not Considered An item that is not stocked regardless of usage. The item is excluded from the stockage computation process, and no RO is established.

Operating Level of Supply (OL) The quantities of materiel required to sustain operations during the interval between the initiation of replenishment action and the arrival of successive replenishment shipments into the supply system.

Operating Stock (OS) Those quantities of expendables and non-expendables which are not allowance items but are authorized to support mission requirements based on usage or authorized protected levels.

Order Ship Time (OST) The time elapsing between the initiation of stock replenishment action and receipt of the materiel resulting from such action. OST is applicable only to materiel obtained from an established DOD or GSA source of supply.

Organic Account See "Using Unit Account."

Pilferable Items Materiel which is easily transportable or concealable, has a ready resale value or application for personal use, and which is, therefore, especially subject to theft.

Planned Allowance A quantity of materiel listed on the T/O&E for the sole purpose of informing units/activities of items of equipment to be fielded in the future. Planned allowances represent a projected delivery schedule for equipment being introduced/fielded to the Marine Corps. This

information reflects the future force-feeding of assets to a unit to meet validated requirements and is based on production schedules and a myriad of other acquisition related factors. Planned allowances are published for informational purposes only and are not to be used as the basis for requisitioning or holding on hand assets.

Pre-expended Bin (PEB) Low-cost, fast-moving consumables held by maintenance shops that are replenished on a recurring basis and expended upon issue from the consumer-level inventory.

Prepositioned War Reserve Materiel Requirements That portion of war reserve materiel requirements (PWRMR) which approved Defense guidance dictates be reserved and positioned at or near the point of planned use or issue to the user prior to hostilities, to reduce reaction time and to assure timely support of a specific force/project until replenishment can be effected.

Prepositioned War Reserve Materiel Stock The assets which are designated to satisfy the PWRMR.

Principal End Items (PEI) A Marine Corps unique term that is synonymous with principal items.

Principal Items End items and replacement assemblies of such importance that management techniques require centralized individual item management throughout the supply system to include depot-level, base-level, and items in the hands of using units. Specifically, these include items of which, in the judgment of the military services, there is a need for central inventory control, including centralized computation of requirements, central procurement, central direction of distribution, and central knowledge and control of all assets owned by the military services.

Priority Designators (PD) A two-digit numerical value derived from combining the appropriate F/AD and the appropriate urgency of need as prescribed by MCO 4400.16. Each force/activity can choose normally from only three priority designators.

Protected Levels The portion of authorized on-hand stocks not authorized for issue unless certain criteria, specified in current directives, are met. In certain instances, items designated as protected stock are exempt from being exceeded.

Provisioning Control Date The date two years after the in-service date of a new item at which initial issue provisioning stock levels may be adjusted to reflect actual usage.

Provisioning Stock The range and quantity of items, e.g., spares and repair parts, special tools, test equipment, and support equipment required to support and maintain a materiel end item for an initial period of service.

Purpose Code (P/C) A code assigned to materiel within the supply system which provides the user with a means of identifying the reason for which an inventory balance is reserved.

Random Sampling A method of reducing the variability of a population or universe for the purpose of improving sample reliability. Stratified sampling consists of dividing a universe into groups to obtain more homogeneity in each group than the homogeneity in the universe as a whole, and then sampling each group. By using this technique, large and /or sensitive items separated from the balance of the population may be examined in greater detail.

Range In determining stock levels, the number of different types of items stocked, regardless of quantity.

Readiness Management System A stand-alone system that allows users to quickly manage and track problem requisitions and maintenance issues to increase equipment readiness.

Reason for Stockage Category The categorization of an item that indicates the reason or basis for stockage at the intermediate-level or consumer-level of inventory. These categories reflect the applicable stockage computation or decision rule and in some cases are used for inventory stratification and supply management purposes.

Recoverable item An item which normally is not consumed in use and is subject to return for repair or disposal.

Regulated Item Any item over which proper authority exercises close supervision of distribution to individual units or commands because the item is scarce, costly, or of a highly technical or hazardous nature. In the Marine Corps, "controlled item" is a term frequently used to describe regulated items.

Reorder Point(ROP) That point in time in which a stock replenishment requisition would be submitted to maintain the predetermined or calculated stockage objective.

Repair Cycle The stages through which a reparable item passes from the time of its removal or replacement until it is reinstalled or placed in stock in a serviceable condition.

Repair Cycle Assets The quantity of items in the repair cycle at any given point in time.

Repair Cycle Time (RCT) The time normally required for an item to pass economically through the repair cycle, excluding any extraordinary delay awaiting parts and any intentional extended transit, storage, or repair process delays.

Reparable An item of supply subject to economical repair and for which the repair (at either depot or field level) of unserviceable assets is considered in satisfying computed requirements at any inventory level.

Reparable Issue Point The stock control section for the intermediate-level of inventory at the SMU primarily responsible for the management of reparable assets. These assets include end items or components of equipment authorized for stockage at installations or activities for replacement of unserviceable items of equipment when immediate repair of unserviceable equipment cannot be accomplished at the organic level of maintenance.

Requisitioning Objective The maximum quantities of materiel to be maintained on-hand and/or on-order to sustain peacetime support objectives for current operations. It consists of the sum of stocks represented by the OL, SL, and the OST, as appropriate.

Responsible Individual An individual required to obtain and maintain public property for use in the performance of assigned duties.

Responsible Officer An individual appointed by proper authority to exercise custody, care, and safekeeping of property entrusted to that individual's possession or under their supervision; may include financial liability for losses occurring because of failure to exercise this obligation.

Responsibility The obligation of an individual for proper management, custody, care, and safeguarding of property entrusted to an individual's possession or under their supervision.

Retail Ordnance Logistics Management System. The Retail Ordnance Logistics Management System (ROLMS) is an integrated system of applications software designed to manage non-nuclear expendable ordnance. It provides for the automation of the receipt, issue, inventory record keeping, and reporting of ammunition assets and movements with the ultimate objective being the enhancement of Fleet readiness and stock point ordnance management.

Retail Supply Operations Supply typically performed at an installation, base or facility to include providing supplies and equipment to all assigned or attached units. This includes all basic supply functions to include the requisition, receipt, storage, issuance and accountability of material.

Safety Level of Supply (SL) The quantity of materiel, in addition to the OL of supply, required to be on hand to permit continued operations during a minor interruption of normal replenishment or unpredictable fluctuations in issue demand.

Scrap Property that has no reasonable prospect of being sold except for the value of its basic materiel content.

Secondary Depot Repairable (SECREP) The subset of depot level repairables exclusive of principal items. This term is frequently used to describe the range of depot repairables authorized to be held by the RIP (formerly maintenance float).

Secondary Items End items and consumable and repairable items other than principal items.

Sensitive Items Materiel that requires a high degree of protection and control due to statutory requirements or regulations, such as narcotics and drug abuse items; precious metals; items of high value, highly technical, or hazardous nature; and small arms and ammunition.

Special Allowance Special allowances within LMIS are granted by MCCDC to validate equipment fielded with planned allowances. Under unique circumstances equipment may be fielded vertically resulting in the appearance of an excess posture.

Stock Objective The maximum quantity of materiel authorized to be on hand to sustain current operations at any level of supply. It consists of the sum of stocks represented by the OL and the SL.

Stocked Demand A demand-supported item for which the established RO is based upon actual recurring demands at the activity (includes transferred demands as appropriate).

Stocked Insurance A non-demand-supported, essential item for which replacement is not anticipated as a result of normal usage and for which an unacceptable lead time (procurement or OST) has been established. However, if failure is experienced or loss occurs through accident, abnormal equipment or system failure, or other unexpected occurrences, the abnormal lead time required to obtain a replacement would hamper seriously the operational capability of a critical facility or weapon system.

Stocked Numeric A non-demand-supported item for which there is anticipated usage but the item does not meet the established stockage criteria, or an item for which the computed demand-based quantity is less than the assigned stockage level. The established RO is based upon anticipated usage or to support a special requirement.

Stocked Provisioning A non-demand-supported item specifically stocked to support a newly introduced end item for that period of time until requirements are forecast entirely upon actual demands. This period may not exceed 2 years. The established RO is based upon the asset positioning policy and anticipated usage developed during the provisioning process.

Storage, Retrieval, Automated Tracking and Integrated System (STRATIS) A real-time inventory and supply tracking system. Replacing the outdated Supported Activity Supply System, STRATIS gives the Marines the ability to check inventory and track items any time of the day via the use of hand-held computers.

Strategic Logistics Asset Management (SLAM) Automated system that reviews and approves requisitions and forwards them to the CSF CEMT for processing issues.

Supply System Stock. Wholesale and retail stock in the distribution system under control of Marine Corps components for ultimate sale or issue to users.

Third Party Logistics (3PL) By definition, a 3PL becomes a third party to the traditional two party (shipper/carrier), contract for transportation.

Training Ammunition Management Information System-Redesign (TAMIS-R) Serves as the Marine Corps standard for forecasting training ammunition and fulfills the Statement of Annual Requirements (SOAR).

Treatment Any method, technique, or process, including neutralization, designed to change the physical, chemical, or biological character or composition of any hazardous waste, or so as to render such waste non-hazardous, safer to transport, store, treat or dispose of.

Unified Automated Data Processing System (UADPS) Navy's standard legacy automated information processing system supporting a wide variety of retail material management, inventory accounting and physical distribution functions.

Unserviceable An item in a condition unfit for use but which can be restored to a serviceable condition after repair, rework, or overhaul. This definition does not apply to clothing items.

Using Unit Account. A supply account holding a consumer level of inventory. (Organic account and consumer-level account are synonymous terms.)

Vista Assets Management (VAM) VAM is the system that Lion Vallen uses to manage inventory and use to process CIF issue and receipt transactions.

Warehouse-to-Warfighter (W2W) Web-based in transit visibility system that uses RFID tags to track materiel shipments as the gear moves through the supply system to the consignee in theater by the lowest possible conveyance level.

Wholesale-Level of Inventory Inventories, regardless of funding source, over which an inventory manager at the ICP level has asset knowledge and exercises unrestricted asset control to meet world-wide inventory management responsibilities.

Appendix B - Acronym Listing

ISS 360 List of Acronyms (LOA)	
3PL	Third Party Logistics
ACM	Air Contingency Mobilization
AIB	Arizona Industries for the Blind
AMAL	Authorized Medical Allowance List
AMRD	Average Monthly Recurring Demand
AMS-Tac	Automated Manifest System, Tactical
ARC	American Retarded Citizens
AS1	Shipping Status from Source
ASP	Ammunition Supply Point
ASTM	American Society for Testing and Materiel Standards
ATAC	Advanced Traceability and Control
ATG	Automated Tank Gauging
ATLASS 1	Asset Tracking Logistics and Supply System
AUL	Authorized Users List
B/O	Backorder
BAS	Battalion Aid Station
BCS3	Battle Command Sustainment Support System
BHWAS	Base Hazardous Waste Accumulation Site
BPO	Business Performance Office
CAL	Consolidated Asset Listing
CBRN	Chemical, Biological, Radiological and Nuclear

CC	Condition Code
CEMT	Centralized Equipment Management Team
CIF	Consolidated Issue Facility
CLB	Combat Logistics Battalion
CLD	Critical Low Density
CLE	Combat Logistics Element
CLR	Combat Logistics Regiment
CLS	Contractor Logistics Support
CM	Corrective Maintenance
CMR	Consolidated Memorandum Receipt
CMSC	Consolidated Material Service Center (Twentynine Palms)
CMSC	Consolidated Material Support Center (Camp Pendleton)
COA	Course of Action
COMM/ELECT	Communications and Electronic
COR	Contracting Officer's Representative
COSIS	Care of Supplies in Storage
COTS	Commercial Off The Shelf
CRM	Customer Relationship Management
CSF	Consolidated Storage Facility
CSSD	Combat Service Support Detachment
CSSE	Combat Service Support Element and the Supporting Element
DAAS	Defense Automated Addressing System
DASF	Due and Status File
DESC	Defense Energy Supply Center
DLA	Defense Logistics Agency

DMLSS	Defense Medical Logistics Support System
DODAAC	Department of Defense Activity Address Code
DODIC	Department of Defense Identification Code
DRMO	Defense Reutilization & Marketing Office
DSCP	Defense Supply Center, Philadelphia
DSSC	Direct Support Stock Control
DSU	Deployed Support Unit
E01	Inventory File
E02	Receipts Control File
EDL	Equipment Density List
EMALL	Electronic Management Supply System (DLA)
EPOS	Electronic Point of Sale
ERMS	Electronic Retrograde Management System
ERO	Equipment Repair Order
ESD	Exercise Support Division
FAD	Force Activity Designator
FAP	Fleet Assistance Program
FAS	Fuels Automated System
FASP	Forward Area Supply Point
FEDLOG	Federal Logistics System
FIFO	First In First Out
FISC	Fleet and Industrial Support Center (Navy)
FLS	Force Logistics System
FM2K	Fuels Manager 2000
FMS	Fuel Master System

FPM	Field Protective Mask
FTP	File Transfer Protocol
GA	General Account
GABF	General Account Balance File
GBOF	General Account Backorder File
GENCOMM	Generator Communications
GLMS	Global Logistics Management System (used internally by CSSG-3 only)
GME	Garrison Mobile Equipment
GMI	Government Managed Inventory
GPCC	Government Purchase Credit Card
GS	General Schedule
GSA	General Services Administration
H & S	Headquarters and Service
HICS	Hazardous Inventory Control System
HMMS	Hazardous Material Management System
HQMC	Headquarters Marine Corps
HS/LS	High Sulfur/Low Sulfur
HSMS	Hazardous Substance Management System
HSSE	Health Service Support Element
HWSF	Hazardous Waste Storage Facility
ICE	Interactive Customer Evaluation
ICE	Individual Combat Equipment
ICP	Inventory Control Point
IG/CA	Inherently Governmental / Commercial Activity
IIP	Initial Issue Provisioning

IM	Item Manager
IMA	Intermediate Maintenance Activity
IP	Issue Point
IPE	Individual Protective Equipment
IPG	Issue Priority Group
IPS	In Process Stow
IRO	Integrated Receiving Office
ISO	Integrated Shipping Office
ISS-360	Intermediate-level Supply Study - 360
ISSA	Inter-Service Support Agreement
IT	Information Technology
ITV	In Transit Visibility
JEMMS	Joint Environment Material Management Services
JON	Job Order Number
JWOD	Javits-Wagner-O'Day Act
LCI	LC Industries
LFC	Lejeune's First Choice
LFORM	Landing Force Operational Reserve Material
LNG	Liquefied Natural Gas
LOGCOM	Logistics Command
LTI	Limited Technical Inspection
LTM	Last Tactical Mile
LUBF	Loaded Unit Balance File
MAG	Marine Air Group
MAGTF	Marine Air Ground Task Force

MAL	Mechanized Allowance List
MAP	Maintenance Automated Program
MARCORLOGCOM	Marine Corps Logistics Command
MARES	Marine Corps Automated Readiness Evaluation System
MARSO	Marine Ammunition Requirements Support Order
MCAF	Marine Corps Aviation Facility
MCAS	Marine Corps Air Station
MCB	Marine Corps Base
MCCDC	Marine Corps Combat Development Command
MCI East	Marine Corps Installations East
MCI West	Marine Corps Installations West
MCLB	Marine Corps Logistics Base
MCMWTC	Marine Corps Mountain Warfare Training Center
MCO	Marine Corps Order
MDC	Materiel Distribution Center
MEDLOG	Medical Logistics Command
MEDSUP	Medical Supply
MEF	Marine Expeditionary Force
MEO	Most Efficient Organization
MERIT	Marine Corps Equipment Readiness Information Tool
MEU	Marine Expeditionary Unit
MH	Materiel Handler
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MIMMS	Maintenance Integrated Material Management System
MISCO	Maintenance Information System Coordination Office

MLG	Marine Logistics Group
MMC	Materiel Management Center
MMO	Medical Material Only
MO	Mount-Out
MOA	Memorandum of Agreement
MOC	Materiel Operations Center
MOGAS	Regular Unleaded Gasoline
MOS	Military Occupational Specialty
MOU	Memorandum of Understanding
MOV	Materials Obligations Validation
MRC	Material Requisition Center
MRE	Meals Ready to Eat
MRO	Materiel Release Order
MRP	Material Returns Program
MSDS	Material Safety Data Sheet
MUMMS	Marine Corps Unified Materiel Management System
MWSS	Marine Wing Support Squadron
NAF	Non-Appropriated Funded
NAFI	Non-Appropriated Fund Instrumentality
NALCOMIS	Naval Aviation Logistics Command Management Information System
NAR	Notice of Ammunition Reclassification
NAVMAG	Navy Magazine
NAVMEDLOGCOM	Naval Medical Logistics Command
NIB	National Industries for the Blind
NISH	National Industries for the Severely Handicapped

NMCI	Navy Marine Corps Internet
NOLSC	Naval Operations Logistics Support Center
NREAO	National Resources and Environmental Affairs Office
NRFI	Not Ready For Issue
NSN	National Stock Number
NWCF	Navy Working Capital Funds
O/H	On Hand
OST	Order Ship Time
P&C	Purchasing and Contracting
PEB	Pre-expended Bin
PEI	Principle End Item
PGP	Pollution Generation Point
PM	Preventative Maintenance
PM	Program Manager
PME	Professional Military Education
PO	Purchase Order
POA&M	Plan of Action and Milestones
POC	Point of Contact
POD	Point of Delivery
POL	Petroleum, Oil, & Lubricants
PORTS	Paperless Ordering and Requisitioning System
PP&P	Packing, Packaging and Preservation
PQDR	Product Quality Deficiency Report
PRBUILDER	Purchase Request Builder System
QAS	Quality Assurance Specialist

QASP	Quality Assurance Supervisory Personnel
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
RBL	Recommended Buy Listing
RCO	Regional Contracting Office
RCT	Repair Cycle Time
RDD	Required Delivery Date
RFI	Ready For Issue
RFID	Radio Frequency Identification Device
RFS	Regional Food Services
RHICS	Regional Hazardous Inventory Control System (see HICS)
RIP	Repairable Issue Point
RMS	Readiness Management System
RO	Requisitioning Objective
RO	Responsible Officer
ROLMS	Retail Ordnance Logistics Management System
ROP	Reorder Point
RTI	Real Time Inventory
RUC	Reporting Unit Code
SA	Supporting Activity
SABRS	Standard Accounting and Budgeting Reporting System
SASSY	Supported Activities Supply System
SCM	Supply Chain Management
SCMC	Supply Chain Management Center
SDR	Supply Discrepancy Report

SE	Supporting Establishment
SECREP	Secondary Reparable
SIN	Stow Identification
SL	Safety Level
SLAM	Strategic Logistics Asset Management
SMARTS	Supply and Maintenance Accelerated Response Time
SMU	SASSY Management Unit
SOAR	Statement of Annual Requirements
SOFA	Status of Forces Agreement
SOP	Standard Operating Procedure
SOS	Source of Supply
SRO	Shop Repair Order
STRATIS	Storage Retrieval Automated Tracking Integrated System
SUPO	Supply Officer
SWRFT	Southwest Regional Fleet Transportation
T/E	Table of Equipment
T/O	Table of Organization
TAC	Type of Address Code
TAMIS-R	Training Ammunition Management Information System-Redesign
TAP	Training Allowance Pool
TAR	Training Ammunition Request
TECOM	Training and Education Command
TMO	Traffic Management Office
U/U	Using Unit
UDAPS	Uniform Automated Data Processing System

UI	Unit of Issue
UIC	Unit Identifier Code
UNS	Universal Needs Statement
VAM	Vista Assets Management
VIM	Virtual Item Management System
VMI	Vendor Managed Inventory
VS	Veterinary Services
W2W	Warehouse to Warfighter
WCN	Warehouse Control Number
WG	Wage Grade
WIR	Recoverable Item Reports (WOLPH)
WMS	Warehouse Management System (CSF)
WTI	Warfare and Tactics Instruction (Local Exercise)