

Identification of Savings Opportunities

In an effort to identify cost improvement opportunities, GT and the Core Team met with each department to train them in ABM principles and continuous process improvement techniques and generate cost savings ideas. Attendees were provided a summary of their activity costs, primary analysis reports and activity Pareto analysis reports on all core and sustaining activities. These reports displayed each department's activity costs from several perspectives and allowed them to quickly identify the activities that cost the most. A discussion of each report served as a starting point for analysis of each department's costs.

The following section highlights and summarizes the ideas for cost or labor savings and process improvements generated by each department during their respective ABM workshops. It is important to remember that these are ideas and opportunities; not final solutions.

Adjutant/Chaplain/H&HS/S-1 Departments

Departments: Adjutant/Chaplain/H&HS/S-1		
ABM Solution	Estimated Savings	Type of Savings
o Eliminate Catholic Choir Director	\$3,000	Contracts
o Charge for lost ID cards	\$3,120	Supplies, Civilian labor

Short-term opportunities: Eliminate Catholic Choir Director. This Director is earning \$31.25 per hour. The position only requires two hours per week and the Chaplain's office believes a volunteer could be found to perform this function. The savings would be \$3,000 per year.

A second opportunity is to charge for lost ID cards. The supplies and time required to make an ID card cost \$3. Approximately 1,040 cards are lost each year. Charging for lost cards would offset these expenses by \$3,120.

Long-term opportunities: Combine the manpower administration areas of H&HS and S-1. This could potentially save one or more civilian positions over the long term. It would involve co-locating the two administrative areas in the same space, so adequate space would have to be found to accommodate them. It is believed that this would streamline many processes and save Marines and station departments from having to go to two places to get paperwork signed off.

Comptroller Department

Department: Comptroller		
ABM Solution	Estimated Savings	Type of Savings
o None identified	\$0	

Long-term opportunities: Utilize activity-based budgeting to decrease the amount of time spent on budgeting throughout the Air Station. In FY 99, 7.3 FTEs outside the Comptroller's department were spent performing budgeting duties that amounted to a total cost of \$311,494. In the Comptroller's office, an additional \$108,898 was spent that included .95 FTEs of time. Utilizing the ABC model as the basis for budgeting should significantly reduce the amount of time spent in this area both in the Comptroller's office and throughout the Air Station.

Joint Law Center

Department: Joint Law Center		
ABM Solution	Estimated Savings	Type of Savings
o Stop using blue backings on wills	\$2,050	Supplies, Civilian labor
o Buy software for separations and divorces	\$32,135	Civilian labor, Military labor
o Dedicated space for tax center	\$33,394	Military labor

Short-term opportunities: Currently, the law clerk is purchasing heavy blue paper to use as backings for wills made for deploying Marines. This paper costs 15 cents per backing. The Law Center estimates that they do approximately 1,500 wills per year, so eliminating this backing would save \$225 per year in supply costs. Assuming it takes five minutes to apply the backing to the will, it would also save \$1,825 in labor time.

The law clerk has estimated that if she had software to use for separations and divorces she would save one hour for each separation and each divorce. The attorney would also save one hour for each separation and each divorce. They do approximately 10 separations and divorces per week. Based on their hourly rates, this would amount to time savings equaling \$7,592 for the clerk and \$25,043 for the attorney. The cost of purchasing both pieces of software would be a total of \$500. Follow-up: after the department head heard these details he agreed to purchase the software and has ordered it.

The Air Station operates a tax center each year to assist Marines and their families with filing their federal income taxes. The tax center operates for six months of the year. Each year they are located in different space and spend a month finding equipment and moving it there and at the end of the tax season, returning the equipment to a storage location. Each year they have telephone and computer lines put in and "scrounge" around for furniture and computers. The activity of opening and closing the tax center

cost \$66,789 in FY 99. This amount could be cut in half if dedicated space were identified.

Long-term opportunities: Each year the staff at the tax center changes in addition to the location of the center. It is the opinion of the person who ran the tax center last year that having the same director and staff each year would make a tremendous difference in the cost and quality of the services provided. There is a lot of training required to do this job and if the staff have been through the process before, the amount of time spent on training could be reduced to just refresher training. It also costs \$100 less per person for the training if they are registered for it in August of each year. In order for this to happen they have to be identified ahead of time.

Joint Public Affairs Office

Department: Joint Public Affairs		
ABM Solution	Estimated Savings	Type of Savings
o Transition to digital cameras	\$23,715 (2 nd yr)	Military labor
o Transition from using FAX machine	\$2,470	Supplies, Military labor

Short-term opportunities: Currently, JPAO spends approximately 1500 man-hours per year in delivering film to outside contractors for development and processing. (Due to the nature of the contract, there is no additional cost for that service.) The use of digital cameras eliminates the need to deliver film in person since it could be transmitted electronically. High quality digital cameras would cost approximately \$10,000 each. An initial purchase of two cameras would result in a labor savings after one year.

The JPAO presently receives a large quantity of articles, press releases and requests via their FAX machine. By transitioning away from the FAX and using electronic means of transmission such as e-mail, the office would recognize a savings on both supplies for the FAX machine (paper and toner) and the time necessary to retype articles transmitted over the machine.

Long-term opportunities: Stay abreast of developing technologies to identify new opportunities for cost or labor savings in conjunction with process improvements.

Marine Corps Community Services

Department: MCCS		
ABM Solution	Estimated Savings	Type of Savings
o Consolidate MCCS marketing	\$281,340	Supplies, Civilian/NAF labor
o Family Services - change WG-2 to flex NAF position	\$6,240	Civilian labor
o Semper Fit - eliminate GS-5 Community Activities position	\$30,784	Civilian labor
o Semper Fit - train own officials	\$17,165	Contracts
o Semper Fit - eliminate varsity sports	\$92,042	Supplies, Civilian/NAF labor
o Eliminate concerts	\$549,742	Supplies, Civilian/NAF labor
o Convert ITT and Food/Beverage from APF to NAF	\$36,048	Civilian labor

Short-term opportunities: Marketing is currently conducted from three areas within MCCS; Semper Fit, Family Services and General Administration. It is not done well at any of the locations and it was believed that by pooling resources and hiring staff with degrees in marketing and graphic arts, better promotion of activities would occur. The following positions are recommended to make this work correctly; a bachelor's educated marketing director (NF-4, \$36,000), a bachelor's educated graphics artist (NF-3, \$32,000), and three NF-1 level people who would hand out flyers, man booths, hang marquees, etc. Each NF-1 would cost approximately \$14,000. It was also suggested to set the marketing supply budget at \$100,000. This would come to a total cost of \$236,400. The current cost of the decentralized marketing efforts was \$517,740 in FY 99. This reorganization would save an estimated \$281,340 per year.

Family Services has a janitor that is a WF position. They believe it could be eliminated and replaced with a flex NAF position. This would save \$6,240 per year.

Semper Fit used to have a community services activity that required two FTEs to perform. This activity has gone away along with one of the two people. It was suggested to eliminate the second position as well. This would be a savings of \$30,784.

Semper Fit currently contracts with outside officials for its intramural and varsity sports programs. Semper Fit believes they could train their own officials and save one-half of what the contracted officials cost. This would be an annual savings of \$17,165.

There is currently a varsity sports program that provides uniforms and equipment and pays for teams to travel and stay over at tournaments. This program cost \$92,042 in FY 99. There were 2,246 participants at a cost of \$40.98 per participant. The intramural sports program had 20,215 participants at a cost of \$19.85 per participant which seems like a better way to utilize the available resources. It has been recommended that the varsity sports program be eliminated.

During the department workshops, several other departments mentioned eliminating concerts as a base-wide cost savings idea. They are under the perception that most concerts lose money and believe that improving the quality of life for Marines and their families could be accomplished through other means. Eliminating concerts would save \$549,742 per year.

Converting the GS-7 ITT position from APF to NAF dollars would help the Air Station's direct costs by \$36,048. This would be a simple change but would be helpful in meeting the needed wedge savings.

Long-term opportunities: Put an irrigation system in the athletic fields. Currently, someone has to manually go around the station setting up and moving sprinklers to irrigate each ball field. The sprinkler system would be a one-time expense but would save the time spent on this activity in all future years.

Evaluate costs and activities in the youth services program. This program is currently taking two FTEs and costing \$156,697. Some staff believes this money would be better spent in another area.

Since many other departments mentioned that MCCS services were secondary to the core mission of the Air Station, they would like to see an evaluation done that shows which activities are required and which are merely niceties. In order to meet wedge savings, other departments believe that the MCCS niceties should be reduced before "more important" activities are eliminated.

Provost Marshal Office

Department: PMO		
ABM Solution	Estimated Savings	Type of Savings
o Stop DARE training for Camp Lejeune	\$30,140	Supplies, Military labor
o Delete security post at flight line and utilize ESS	\$104,083	Military labor
o Get rid of crossing guards as PMO function	\$74,584	Military labor
o Close Gate # 2	\$32,526	Military labor

Short-term opportunities: PMO currently provides the DARE training for Camp Lejeune. This is outside of their required duties and should be turned back over to Camp Lejeune. The cost of providing this additional service was \$30,140 in FY 99.

PMO currently keeps a post at the flight line that is no longer necessary since the Electronic Security System (ESS) equipment is working. The Military Policeman who watches the cameras can look at the flight line as well as the other areas at the same time. Eliminating this position will save four FTEs and \$104,083 per year.

PMO uses 2.74 FTEs per year to provide crossing guards for the school at a cost of \$74,584. Volunteer parents could do this at no cost, or part time employees could be hired at minimum wage, which would cost the base \$2,475 per year.

There is a second gate that is used to gain entrance to the Air Station. Usage of this gate is minimal. It is only another ¼ mile to the main gate and PMO believes this second gate should be closed. The second gate is open 10 hours per day Monday through Friday. PMO is using 1.25 FTEs to staff the second gate at a cost of \$32,526 in FY 99.

Long-term opportunities: Reorganize the Fleet Assistance Program (FAP) agreement and streamline the check-in and checkout process. PMO had 56 FAPs in FY 99 and said the process to check each one in and out is very time consuming. All departments reiterated this problem. It is believed that a team could reengineer this process very quickly and develop a checklist to use for checking in and out a FAP Marine.

S-3 Department

Department: S-3		
ABM Solution	Estimated Savings	Type of Savings
o Reorganize civilian positions within Fuels	\$14,300	Civilian labor
o Move TAVSC to digital equipment	\$32,927 (2 nd yr)	Supplies, Military labor
o Change TAVSC AV Repair Technician (WG-11) to Clerk (WG-4)	\$28,912	Civilian labor
o Use part time vs. full time civilian labor for two positions in GEMD	\$47,060	Civilian labor

Short-term opportunities: Take advantage of an anticipated retirement within the Fuels section that is expected to occur in early 2001 to reorganize several civilian positions. When the current WS-8 retires, take the following actions:

- WS-8 Delete position
- WG-8 Promote one to WL-8
- WG-8 (Maint) Promote to WG-10 (Maint)
- WG-8 Add new position for a driver
- GS-7 Promote to GS-9

The annual labor savings per year (with benefits) is initially \$14,300. This action adds in-house maintenance capabilities, an additional fuels driver, and creates a more desirable civilian grade structure with potential for upward mobility. This represents a true win-win opportunity.

Transitioning TAVSC to high-quality digital cameras (3) would initially cost approximately \$30,000, which roughly equates to the current cost of \$32,927 per year to purchase and process film, and print pictures. However, starting in the second year the current costs would become a savings to the Air Station in both supplies and military labor.

There is currently a WG-11 in TAVSC section who is designated as an Audio-Visual Repair Technician. However, there is no longer a need for such a person due to the fact that most equipment is sent off New River for repairs. A Clerk at the WG-4 level would better serve the section.

In the Ground Electronics Maintenance Division (GEMD) there are two full-time positions that are simply not needed full-time. A savings in civilian labor would be recognized by making those positions either both part-time or eliminate one completely.

Long-term opportunities: Have Air Traffic Control (ATC) Marines stay on station longer. Their training takes 18 months and by the time ATC gets them fully trained, they have only a short time before they are transferred to a different duty station. ATC would need fewer positions if they could keep their Marines for an additional year. Also, ATC students need a longer waiver from military training requirements to cover the full 18 months of their training. It used to be this way, but over time it has slipped to 6-9 months of waiver time. The training takes longer when the waiver is not in place.

Another option for ATC is to become a non-training, civilian operated area since the trained Marines they get from the Fleet have to be completely retrained for the installation. It takes almost the entire three years of a Marine's assignment to the installation to get them fully up to speed as an air traffic controller at this Air Station. This option would lead to greater consistency/stability and significantly fewer FTEs.

In the Simulation section, as instructors leave or retire they could be replaced with a lower grade position called a device operator.

There has been discussion in both directions about decreasing and increasing the airfield operating hours. One proposal is to transition to 16 hours of tower operation and 8 hours of closed field procedures with the stipulation that changes are made to the procedures for closed field landings and takeoffs.

Two other ideas surfaced within S-3 that are worth mentioning:

- Eliminate the civilian fire department from Camp Lejeune that is located aboard MCAS New River since the Crash Crew is capable of dealing with structural fires.
- Move the B-12 pistol range to Camp Lejeune.

S-4 Department

Department: S-4		
ABM Solution	Estimated Savings	Type of Savings
o Decentralize self help program and cap dollars to units	\$3,414	Supplies
o Consolidate billeting registration to one desk	\$43,972	NAF labor
o Eliminate one E-7 position	\$12,855	Military labor
o Reduce NISH contract by 10%	\$58,233	Contracts

Short-term opportunities: S-4 currently offers a self-help program to the squadrons. The squadrons send requisitions to S-4 for supplies they would like. S-4 purchases the supplies and delivers them to the squadrons. S-4 would like to turn this over to the squadrons by giving each squadron a set amount of self-help money per year. They believe this would reduce the overall amount of money spent on this program. During FY 99, this program cost \$14,814. Through the first nine months of FY 00, \$13,688 has already been spent in this area. It has been suggested that each of the nineteen squadrons receive \$600 for the year. This would total \$11,400, a savings of \$3,414 over FY 99 and an even greater savings over what FY 00 costs will be.

S-4 is currently staffing registration desks at both the Bachelor Enlisted Quarters (BEQ) and the Bachelor Officer Quarters (BOQ). They would like to consolidate these two desks into one location. Because the enlisted Marines require more supervision, they suggest locating the consolidated desk at the BEQ. This would save three NAF-1 FTEs per year which cost \$43,972.

There is currently one Gunnery Sergeant position over the Motor Transport section and another over Buildings and Grounds. S-4 suggested having just one Gunnery Sergeant over both areas and adding a Sergeant position as assistant (also over both areas). This would save \$12,855 per year.

The current contract with the National Institute of Severely Handicapped (NISH) to provide serving and cleaning personnel for the mess hall is extremely expensive and the mess hall supervisors believe could be done much less expensively. A realistic start to decreasing this contract would be to cut it by 10%, which would be a savings of \$58,233 in the first year.

Long-term opportunities: Decrease the number of reports. S-4 is required to send numerous reports to Headquarters Marine Corps and other agencies outside the Air Station. They spent \$131,927 on this sustaining activity in FY 99. This is also an issue base wide with 18 FTEs dedicated to generating reports at a cost of \$722,925. A base wide committee could look into the number of reports required and whether they could be eliminated. If not, consider electronic means of keeping and reporting the data which would decrease the amount of time involved.

There have been instances in the recent past where there was less than adequate communication between various departments, S-4, and Camp Lejeune. There were cases where buildings went up with no telephone or computer lines in them and yet they were certified for occupancy. Many suggestions around these issues include forming a Station Construction Committee that would include representatives from S-4, S-6 and Camp Lejeune as well as, representatives from those departments who are engaged in construction projects.

S-6 Department

Department: S-6		
ABM Solution	Estimated Savings	Type of Savings
Optimize trouble ticket system (web-based)	\$1,406	Military labor, Civilian labor

Short-term opportunities: Currently, S-6 trouble tickets are submitted by e-mail or telephone call to the help desk. People at the help desk then enter the information into the tracking system and respond to the request. Transition to a web-based trouble ticket system eliminates the need for S-6 personnel to enter the ticket information into the system except for telephone requests. Also, the S-6 would recognize additional savings since the web-based system would have the capability to serve as a knowledge database of problem solutions thus reducing repair time.

Long-term opportunities: Consolidate GEMD and S-6 communications functions. Process improvements and civilian or military labor savings would probably result from this consolidation by eliminating duplication of effort.

Eliminate going through S-6 when requesting telephone services since all requests are forwarded to Camp Lejeune for action anyway. Instead, go directly to Camp Lejeune with telephone service requests.

Safety and Environmental Affairs Department

Department: SEA		
ABM Solution	Estimated Savings	Type of Savings
Train MCCS person to do home daycare safety inspections	\$1,076	Civilian labor

Short-term opportunities: Home daycare safety inspections do not require special inspectors to complete. An SEA GS-9 currently conducts these inspections, but an NF-4 from MCCS who already performs inspections for their department, could easily accomplish this job at a lower cost to the Air Station.

Long-term opportunities: Consider centralizing all hazardous material (HAZMAT) storage aboard MCAS New River. Instead of each unit maintaining their own storage area and

each having to meet environmental requirements, operate a central HAZMAT storage facility for the entire Air Station.

Supply Department

Department: Supply		
ABM Solution	Estimated Savings	Type of Savings
o Reduce by one CMR clerk	\$26,021	Military labor
o Simplify bankcard process	\$6,051	Civilian labor
o Reduce Marines to T/O level	\$338,189	Military labor
o Use supply clerks as credit card purchasing agents	\$159,613	Civilian labor

Short-term opportunities: There are currently two CMR clerks, but Supply believes they can accomplish their duties with just one. This reduction would return one Marine to the FMF saving the Air Station \$26,021 in military salaries.

The current bankcard purchasing process is cumbersome and was mentioned by nearly every department during the department workshops as a process that needs reengineered. Appendix D contains a flowchart of the current process (As-Is) and a second flowchart (To-Be) of what the process would look like after switching to the Citibank Program or having Camp Lejeune agree to New River's proposed changes. The new process would save 270 hours per year, which translates to \$6,051 at a median GS-9 level.

The current Supply Table of Organization (T/O) is for a staffing level of 12 military. However, Supply is staffed with 25 military and has been above the recommended staffing levels for some time. It is recommended that the additional 13 Marines be returned to the FMF. Supply believes they could be manned with only 12 military personnel and still accomplish all their functions.

As mentioned above, the current bankcard process is time consuming and tedious. One other suggested solution would be to simply have the supply clerks do all credit card purchasing. They would need to charge the purchases against each department's account and would need a very short turn around time such as 24 or 48 hours. Having them do all credit card purchases would eliminate the 3.85 FTEs spent on performing bankcard duties that in FY 99 cost \$159,613.

Long-term opportunities: If wedge savings become hard to identify in future years, one possibility is for Supply to stop providing shipping and receiving services for aviation related materials. Doing this would create the need for MAG-26, MAG-29 and MWSS-272 to provide receiving services within their own areas. On an annual basis 100,000 items are received for these areas. It currently takes eight Marines to perform this service.

Additional Department Opportunities

There were additional department savings opportunities and process improvements identified during the workshops that are not shown in this section. These ideas are listed and prioritized in Appendix A. GT and the Core Team developed the prioritization matrix, while the attendees at the department workshops provided the ratings. Also, there were numerous savings and process improvement suggestions identified for the Air Station and Marine Corps that can be found in Appendices E and F, respectively.

Identification of Station-wide Savings Opportunities or Process Improvements

Organizational Sustaining Activities

Performing an analysis of primary vs. secondary activities revealed that MCAS New River has a primary to secondary ratio of 69:31. The goal in the general business community is 90:10. Generally speaking, the more resources that are spent on sustaining activities, the fewer resources available for the organization's core activities. Also, this large amount of time spent in secondary activities suggests that there may need to be additional core activities identified. Some departments have indicated that they put resources into some sustaining activities when they should have been assigned to core activities instead. At 31% of the Air Station's resource dollars and 33% of their FTEs, further analysis of this area is clearly warranted.

Across all station functional areas, the amount of cost in each organizational sustaining area captured in the New River ABC model is as follows:

<u>Activity</u>	<u>\$ Amount</u>	<u>FTEs</u>
Accounting Duties	318.1 k	8.1
Bankcard Duties	179.1 k	3.9
Budgeting Duties	356.2 k	7.4
Conduct Training	1,437.5 k	37.4
Generate Reports	760.6 k	18.5
Grounds Maintenance	786.5 k	27.5
Housekeeping	1,286.6 k	48.3
IT Duties	299.3 k	7.8
Liaison w/ Ext Agencies	1,047.2 k	20.4
Maintain Equipment	1,101.0 k	24.8
Manage Supplies	569.5 k	18.5
Other General Admin	1,655.0 k	38.7
Personnel Actions	893.3 k	18.1
Total Sustaining	\$10,689,837	279.4

Savings or Process Improvement Ideas Identified by Grant Thornton

Up to this point, Air Station personnel generated the ideas presented in this report with facilitation by GT and the Core Team. We would be remiss if we failed to highlight some areas that came to our attention during review and analysis of all the data collected throughout this project.

Combine the "Rotovue" with the "The Globe"

A contractor in the local community is selling the advertising and printing the "Rotovue" under a contract with Camp Lejeune for "The Globe." New River bears the cost of writing the articles without receiving any revenue to offset that cost. The FY 99 cost of writing articles for the "Rotovue" was \$156,922. Our recommendation is to consider eliminating the newspaper as a separate entity and have it become a section of the Camp Lejeune paper, "The Globe". This would accomplish two things. The first win would be to save some of the current cost (mostly Marine labor). Articles about New River would still have to be written but could probably be done with 2-3 less staff than JPAO currently operates with. The second point is that New River staff and Marines perceive they are looked down on by Camp Lejeune. Having a New River section in the Camp Lejeune newspaper would keep New River in front of everyone at Camp Lejeune and we believe this would help strengthen New River's visibility and value to the local Marine community.

Regionalization

MCAS New River and Camp Lejeune are both located in Onslow County with Cherry Point only a short distance away. We believe there is the potential to further regionalize services within this area and recommend that New River step out front to lead and influence this effort. The Safety and Environmental Affairs (SEA) office and Marine Corps Community Services (MCCS) are two areas we believe would benefit from regionalization.

The SEA office is required to have expertise in a number of areas. On a station as small as New River it is difficult to keep all the required experts busy 100% of the time. This would be an excellent area to regionalize and take advantage of the close proximity of the other bases. There would still need to be some SEA staff aboard the Air Station, but New River would not have to have full time experts in every required area. Seldom used expertise could be provided through a regional service agreement.

As each department was surveyed for areas in which MCAS New River could save money, in almost every case MCCS was pointed to as a way of accomplishing this. A lot of what MCCS does is required by Congress or higher headquarters, but it does not necessarily all have to be provided through the New River MCCS. We believe it would be possible to work with Camp Lejeune and Cherry Point to provide services that are very costly or have very low participation. Coordinating services instead of competing services would serve both the service patrons and the bases funding those services.

Convert S-6 to All Civilians

S-6 is a highly technical department that has technological improvements occurring at an increasingly rapid rate. The Marines who hold the Military Occupational Specialty (MOS) for that area are not trained well enough to keep up with what is needed to run an efficient network and to provide the services needed at this Air Station. If S-6 were all civilians, there would be better continuity and the opportunity to find staff with the desired expertise. While this is not a savings of APF dollars, if the funding becomes available this suggestion would yield dividends across the Air Station.

Eliminate Department ISCs; Move Function to S-6

At the present time each department is required to have one or more Information Systems Coordinators (ISCs). In most cases these individuals function only as a go-between to relay a problem on to the S-6 department for resolution. In FY 99 this activity consumed 7.8 FTEs and cost \$299,300. During the department brainstorming sessions to determine ways the Air Station could save money, this topic arose again and again. We agree with some of those comments in that this function offers little added value, yet consumes significant resources.

Update the Logistics Support Agreement

Numerous departments suggested either changing or completely eliminating the Logistics Support Agreement (LSA). Also, New River does not seem to be considered a priority by any department at Camp Lejeune. We agree that the LSA should undergo thorough review in the near future. New River's Management Analysis Officer has initiated dialogue with appropriate parties at Camp Lejeune and should receive full command support in that effort. Just the perception that New River is not getting the amount/level of service they are entitled to underscores the importance of this area.

Develop Videos for Repeat Briefs and Training

In the FY 99 ABC model, 37.4 FTEs were utilized in the activity "Conduct Routine Training". This cost the Air Station \$1,437,500. Our recommendation is to convert routine training and new staff orientation to videos that would decrease the amount of time needed to meet orientation and routine training requirements while providing consistency in the training and orientation products.

Evaluate CORS Funding

There are currently two GS-12 and one GS-11 Contracting Officer Representatives (CORS) within S-3 who work with the CH-46, CH-53 and Cobra simulators. Cherry Point is funding these positions by transferring money to the New River budget. These positions are monitoring a Navy contract and should be paid by the Navy. We believe this situation merits further investigation and represents potential wedge savings of \$191,672.